

# Planning & *Partnering*

**C**ollaborative, partnership, joint venture, team, community — these themes recurred over and over at each of the five Regional Conferences. Nearly everyone agrees that the most successful efforts to provide solutions to homelessness involve extensive collaboration. We recognize that with all of the roles there are to play — planning, design, development, service provision, property management, advocacy, employment, and community building, to name a few — hardly any organizations are equipped to do it all themselves. And we know that the best solutions come from getting input and buy-in at as many levels as possible; funders, consumers, owners, operators and community members all have a stake in what we are doing.

Yet, we also know that building strong collaborations is a challenge that requires sustained effort to develop and maintain. We must identify our common goals while

recognizing our sometimes-differing agendas. We must learn to speak each others' language while developing a common language. We must be ready to engage in advance planning that allows each partner to give, and to get, what they need to make the project work. And we must receive the support and funding it requires to give this work our attention.

This chapter explores the challenges and benefits of building collaboration. It describes communities and programs that have pushed the envelope of collaborative work to reach new levels of achievement. It provides tools for approaching the task of identifying partners, developing a collaborative agenda, and reaching agreements on how to proceed together. Not one of the contributors to this section is saying that collaboration is easy — but all are saying it is necessary and worthwhile. ■



## Reflections on the Development Process

By Paige Flink of the Family  
Place, Dallas, TX

**A**s those of us who work to end homelessness in our community know, access to affordable, quality housing is a primary barrier for many people. If answering that challenge is in your future, here are some steps to consider as you begin that process.

**Develop a strategic plan.** Review your organization's history. Assess the present situation, the need you are proposing to meet, and the resources you will need to meet that need. Understand the strengths and weaknesses of your organization. Identify the proposed project's stakeholders and the support services required. What programs will you deliver and to whom? What are the program outcomes you hope to achieve? Next, you'll need to identify the challenges and barriers. Be realistic. What must be overcome to reach the desired goals? Where are your potential "land mines"? How can you minimize the risk? Now you can write your plan with all the information you'll need. Be sure to set measurable outcomes. Once the project is operational, you'll want to regularly evaluate progress to see if outcomes are being met. If they aren't, address the problems and determine the changes that should be made.

**Look for collaborative partners.** What can another organization do so that you don't have to take on everything? Can you partner with another nonprofit to expand your service delivery? Think of all the support services you wish to offer residents in the development and find others who will make good strategic alliances. Are there real estate developers in the community who can be your development partner? Is the faith community a possible avenue for collaboration?

After you've developed your plan, you need to **package your project**. The image you establish for the project needs to be as professional as possible. Develop a logo, marketing materials and a public relations plan. Secure letters of support from leaders

in your community, constituents you have served or funders who have supported you in the past. Recruit an advisory committee. Utilize the media to help establish your project as a worthy endeavor.

What are you going to build? **Siting and design** will be two of the primary factors in making your development successful for the populations you plan to serve. Visit facilities of other organizations to get ideas. Check out the HUD Best Practices winners and nominees (through your local office or on HUD's web page) to see if there is a facility similar to your vision. Talk to your current residents or program participants and other key stakeholders to find out what they would like. Gather as many ideas as you can when you begin this process.

**Selecting your site** will be determined by zoning, land available and funds available, as well as other logistical factors. Do you need to be near a bus line? Are there support services near where you want to locate? Is there an existing facility you can rehabilitate? What about a university, an old hospital or apartment complex? Good partners may bring a site to the table you would not have found on your own.

**Designing your project** will require working with a number of professionals. Sometimes they will donate their services, but our experience has been when you pay for a service you have more control. Find an architect through a referral process and then go see some of the buildings they have designed. Then, check their references. You'll also need a site engineer, a drainage plan prepared by an engineer, a landscape designer and an attorney (to review all the contracts — there will be lots of them). Make sure you have someone who understands your local permitting process as part of this consulting group. You should also consider a project manager. If there is no one on your staff or board of directors who can "ride herd" over this group, you really should have someone to represent you as

the owner. Finally, the billing process needs professional evaluation by an accountant.

As you **begin the design process**, let your imagination soar. Enlist the help of your staff, former/current clients, board members and others to dream up your facility. Start out with everything you can think of that should be in the building and let the architect create the design; then you can trim it back to fit your budget.

Raising money for the project will be a primary focus. Consider hiring a development consultant if you are not skilled at fundraising. Once you've **established the building budget**, you can set a goal for the capital campaign. Include in that goal the fees for the construction, all fees related to the building, and multiyear operating expenses for the building (funders will see that you realize a capital campaign will affect your ongoing contributions for a while). Consider creating a support services reserve fund to help assure that residents maintain housing stability if in some future year adequate government funding is not available.

You'll need to **recruit a committee to help you raise the money**. Secure a leader first, and then he/she will help you find other volunteers. Set a monthly sched-

ule of meetings with the committee and then grit your teeth. The help of volunteers can prove to be extremely rewarding; however, you will have days when you wonder why you're even trying. When this happens, go back to your vision and remember why you started in the first place.

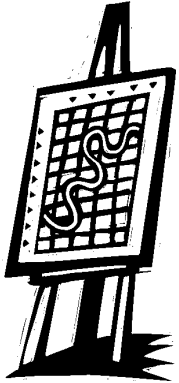
After you have a design and the money, you'll need to **hire a contractor**. The project manager and/or architect will help you with this process. Get suggestions of contractors from referrals and set up a panel interview to select the contractor. Use the skills of board members, volunteers, and professionals to make that selection. The contractor will work with you, the project manager, and the architect to finalize the budget. Remember to build in a sizable contingency — when you start to build anything can happen.

Celebrate your victories along the way. When you reach a milestone, recognize it for your volunteers and staff. Also, be sure to say thank you to the donors, to the committee members and to your staff. Then take your hand and pat yourself on the back. You deserve it! ■

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## Use Data to Make the Case for Housing

*Adapted from a presentation  
and materials from Elizabeth  
Palen of Henrico Community  
Housing Corporation,  
Richmond, VA*



The first step in getting support for your project is to demonstrate that it will meet a critical, unmet need. Henrico Community Housing Corporation (HCHC) near Richmond, Virginia set out to show that their community had a hidden homelessness issue that was not being acknowledged or addressed. They hired a well-known researcher, Sheila Crowley, to conduct a multi-faceted study of the issue.

She did the work in two phases: first, in 1994, she conducted an exploratory study using interviews with public and private service providers, data from local government including the police department, department of mental health, department of social services, and observation of conditions in shopping malls in the community. This report was titled “Homelessness, Housing and Henrico County, Virginia: An Exploratory Study.” It concluded that while few people were homeless on the streets, a significant number of people were at-risk and doubled up, and some were becoming homeless and being referred to shelters in the City of Richmond. It also concluded that single women and their children and ex-offenders were the two groups most often in need of emergency housing, none of which existed within the County.

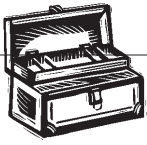
The following year, Crowley conducted structured interviews with 525 Henrico County residents seeking services from human services agencies during a 9-day period. The report, titled “Assessment of Housing Status of Clients of Henrico County Public Human Services Agencies”

found that nearly a third of public agency clients were having trouble paying their housing costs and more than one-fifth feared becoming homeless.

The studies made recommendations for increased assistance to help people remain housed and for the development of an emergency/transitional housing facility for women and children. Faced with the data and the conclusions, the Board of Supervisors and the County Manager acknowledged the level of the problem for the first time, and endorsed the creation of Hilliard House, a 10-bedroom short-term transitional facility for women and children.

The fact that the local government contributed information to the study and recognized the need was instrumental in getting support from local corporations and foundations. HCHC approached corporations in the area who either had offices or drew their work force from their county — again, showing that an unmet need existed was critical. The first materials they distributed were folders with newspaper clippings, their study, and a question and answer sheet about the project. A marketing firm also worked for them pro-bono to produce a fundraising video, which emphasized the unmet need in personal terms with real faces and stories as well as numbers. In the end, a concerned and educated community formed the public/private partnership which funded, and today supports, the project. ■

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# TOOLS

## STEPS IN THE DEVELOPMENT PROCESS

### Laying the Groundwork

*This list was adapted from materials provided by: Ralph Cooper, Veterans Benefit Clearinghouse | Rusty Lawrence, Urban Housing Solutions | Lorri Mills, Progressive Redevelopment, Inc | Irmi Gaut, City Missions*

The first steps in putting together a development project are critical to the success of the project. A strong needs assessment and clear concept will guide the project all the way through. Organizational preparation for unforeseen disruptions is essential to staying on track. The following list highlights some of the key points to keep in mind as you get ready to develop.

#### Assess Local Needs and Develop Your Project's Concept

- Identify unmet needs in target area, including populations in need and housing types needed.
- Refer to the Continuum of Care Consolidated Plan and other locally generated planning reports for the most recent and accurate data for your area.
- Know as much as you can about the target population you intend to serve through this particular project.
  - Will they have special needs?
  - Will there be children housed in your project?
  - What percentage report substance abuse/mental illness?
  - What are the anticipated income levels?
  - What cultural/gender/language groups will you likely serve?
- Acknowledge that you cannot serve all populations and all unmet needs in a single project.
- Identify and involve potential partners early on.
  - What services will residents need beyond those that your agency already provides?
  - Is there another agency in your community you could potentially partner with that offers those services?

#### Lay the Organizational Groundwork

- Be prepared for a development process that may take several years due to the need for multiple funding sources, each with its own schedule and requirements.
- Identify potential funding resources. Plan ahead for competitive funding rounds which may occur only once or twice a year.
- Put together a team of professionals who have experience in affordable housing, share your vision, and have established connections with local officials and/or public funding source.
- Recognize that you are entering the economic arena of real estate development where rules and assumptions differ from the nonprofit world of homeless services.
- Get the support of your Board of Directors.
  - Can they network with others in the community?
  - Will they back you up if there is a NIMBY battle?

## Mobilizing Public-Private Partnerships to Develop Housing Solutions

*Excerpted from the Plenary Address by Marcie Cohen of the AFL-CIO Trust, Washington, D.C.*



I'd like to focus on the words of a native of the Lone Star state — the late Barbara Jordan. I'd ask us to remember these words of hers, "What the people want is simple. They want America as good as its promise" and these words, "A spirit of harmony can only survive if each of us remembers...that we share a common destiny."

Those words should be our rallying cry. Today's America must be as good as its historic promise, and it is a promise that all of us — government, business, labor, citizen — must continually strive to fulfill. We cannot allow this great land to become a nation of haves and have-nots. We must address the tough issues facing our cities, our rural towns and our economically depressed neighborhoods.

It is estimated that by the year 2005, for the first time in the history of the world, more people will live in and around cities than rural areas. And sadly, many of them will be poor, and lack the job skills and educational opportunities to participate meaningfully in an increasingly service-based economy in which well-paying jobs are often some distance from where urban residents live.

To minimum-wage workers, prosperity has little meaning when they cannot afford decent housing. Without a living wage, there cannot be housing security; without housing security, working people cannot keep their jobs, house their families, or educate their children. There needs to be a housing budget that provides for vouchers where enough housing units exist but people cannot afford to pay rent, and there needs to be a housing production program where housing availability does not match the demand. It is simply macro-economic equilibrium. The decline in production is having serious consequences on the availability and affordability of housing throughout the U.S.

State and local officials are turning to partnerships in the private sector to help

devise strategies for leveraging limited government resources into meaningful investment and redevelopment programs. Mobilizing public-private partnerships to help solve housing problems requires designing programs that could appeal to the enlightened self-interest of business leaders. The Low Income Housing Tax Credit program is one example of this endeavor. For participating banks and pension funds, the availability of a reasonable rate of return on investment in partnership-sponsored development is another example.

A successful partnership recognizes the natural tensions between differing needs and perspectives of often-diverse participants; however, the significant value of partnerships is providing a vehicle for the public and private interests to be intertwined to produce a result that complements the needs and resources of both. The existence of partnerships is recognition by their public, private, and not-for-profit participants that the business of creating housing and supportive neighborhoods is an important endeavor in which a cooperative approach will optimize the benefits to them as well as to the larger community.

At the AFL-CIO Housing Investment Trust, we are committed to being a strong partner in revitalizing America's cities. The central premise of the Trust is that properly secured, pension funds can play a major role in rebuilding America's cities. The AFL-CIO pension investment program has developed an initiative designed to produce affordable housing, build new partnerships for housing production, and raise the issue of affordable housing on the national agenda. The AFL-CIO Housing Investment Trust extends its hand to each of you to become a partner in promoting economic and social justice to make a better life for our children. ■

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## Housing and Homelessness Data

- Between 1996 and 1999, home prices increased at double the rate of general inflation and rents outpaced inflation in all three years.<sup>1</sup> In the country's high tech markets the increases were even greater, with rents increasing by as much as 20% in a single year.<sup>2</sup>
- There are nearly 10 million minimum-wage workers in our country, and it takes 86 hours of work for a minimum-wage worker to afford the median rent. In Atlanta it takes 103 hours for a minimum-wage worker to afford the median rent; in Philadelphia it takes 108 hours. In San Francisco it takes 110 hours.<sup>3</sup>
- "Worst Case" housing needs, or households paying more than 50% of their income or living in substandard housing conditions, are increasing at twice the rate of the population growth.<sup>4</sup>
- The number of rental units affordable to families with incomes below 30% of area median income dropped by 5% between 1991 and 1997, a decline of over 370,000 units.<sup>5</sup>
- Affordable housing production is about one quarter of what it was 20 years ago—(77,000 vs. 260,000).<sup>6</sup>
- Between 1995 and 1997, the number of renter households at or below 30% of the median income grew by 3%, from 8.61 million to 8.87 million — one of every four renter households in America.<sup>7</sup>
- The homeless population is diverse:
  - 44% work.
  - 34% are families with children.
  - 23% are children.
  - 25-30% are mentally disabled (self-reported).
  - 23% are veterans.
  - 26% are drug-dependent and 38% are alcohol-dependent (self-reported).<sup>8</sup>

<sup>1</sup> HUD, "State of the Cities;" [www.huduser.org](http://www.huduser.org)

<sup>2</sup> HUD, "State of the Cities;" [www.huduser.org](http://www.huduser.org)

<sup>3</sup> Plenary speech by Marcie Cohen

<sup>4</sup> HUD, "State of the Cities;" [www.huduser.org](http://www.huduser.org)

<sup>5</sup> Rental Housing Assistance — The Worsening Crisis: A Report to Congress on Worst Case Housing Needs; [www.huduser.org](http://www.huduser.org)

<sup>6</sup> Plenary speech by Marcie Cohen

<sup>7</sup> U.S. Department of Housing and Urban Development web sites, <http://www.hud.gov/pressrel/afford.html>, 9/23/99

<sup>8</sup> The National Survey of Homeless Providers and Clients. Published by the Interagency Council on the Homeless, 1999, <http://www.census.gov/prod/www/nshape/NSHAPC4.html>



## Cross-Cultural Comparisons: Nonprofit Housing Developers and Social Service Agencies

*Reprinted with permission from Not a Solo Act, Corporation for Supportive Housing, 1997*

A partnership between an experienced housing developer and an appropriate service provider may be the perfect combination to provide supportive housing to a hard-to-house population. A well-developed partnership means each agency can do what it does best without having to alter its mission or dramatically change or expand staffing. It also means that residents will have the most qualified support possible for their housing and service needs.

Partnerships can be challenging to develop and manage. A lack of knowledge about a partner's priorities and mission can lead to misunderstandings and conflicts. It is much easier to work with an organization different from your own when you can appreciate the way the other business is managed and financed. Nonprofit service providers and housing development organizations are very different, but strategically critical to each other in the delivery of quality, permanent supportive housing. The following table, taken from the Corporation for Supportive Housing's *Not a Solo Act*, describes how nonprofit housing developers and social service agencies' cultures differ in areas critical to successful partnerships. ■

*For more information, call the Corporation for Supportive Housing at (212) 986-2966 or email [information@csh.org](mailto:information@csh.org)*

	Housing Developer	Service Provider
<b>Source of administrative and overhead funds</b>	<ul style="list-style-type: none"> <li>• Fee-for-service income, especially developer fees and management fees (for larger organizations).</li> <li>• Year-to-year government contracts, foundation and corporate grants, and funds raised through special events.</li> <li>• The balance between fees and these sources varies greatly among organizations.</li> </ul>	<ul style="list-style-type: none"> <li>• Primarily government contracts and occasionally other fee-for-service income such as Medicaid.</li> <li>• Foundation and corporate grants and funds raised through special events, individual donations and the United Way.</li> </ul>
<b>Mission focus</b>	<ul style="list-style-type: none"> <li>• Mission is often driven by service to a community such as a neighborhood, an ethnic group or a constituent group. Concerns may focus more on impact of developments on the neighborhood or city.</li> </ul>	<ul style="list-style-type: none"> <li>• Mission is often driven by service to individuals or families. Sometimes it is historically based in service to an ethnic group, a specific neighborhood, or a constituent group. Concerns may focus more on impact on target population.</li> </ul>
<b>Attitude toward real estate decisions</b>	<ul style="list-style-type: none"> <li>• Part of their everyday routine. Board delegates many real estate decisions to staff, with some guidance and committee review.</li> </ul>	<ul style="list-style-type: none"> <li>• Varies. If housing is a new venture, may require much more board review, extra meetings, and new board expertise. Board may be somewhat risk-averse.</li> </ul>
<b>Attitude toward support services</b>	<ul style="list-style-type: none"> <li>• Usually clear that services are not their job and that they don't understand them. They often minimize the importance of on-site services, even in serving high-need tenants. May see services primarily as way to mitigate risk of frequent evictions. Often don't take responsibility for services fundraising. May be more willing to make compromises that result in housing fewer or no high-need tenants due to the perceived business risks.</li> </ul>	<ul style="list-style-type: none"> <li>• Services are their mission. High-need clients are an everyday reality, not a risk to be avoided.</li> </ul>



*Cross-Cultural Comparisons continued*

	Housing Developer	Service Provider
<b>Multi-year obligations</b>	<ul style="list-style-type: none"> <li>Each real estate project must be projected to support itself for at least 15 years, based only on rental income and committed subsidies. Promises to raise money in the future are not acceptable sources of income for the operating costs of the project. Projects typically have rent restrictions and tenant income requirements lasting 15 to 55 years.</li> </ul>	<ul style="list-style-type: none"> <li>Uncertainty of ongoing service funding commitment is standard operating procedure. Support services linked to housing are funded year-to-year, or at best for two to three years, even if services are necessary to keep residents stable in their housing for the foreseeable future.</li> </ul>
<b>External relationships</b>	<ul style="list-style-type: none"> <li>Housing developers sign multiple major contracts with vendors and development team members each year. Staff often sign contracts without separate board action.</li> </ul>	<ul style="list-style-type: none"> <li>Varies, but outside contracts are less common in the everyday work of a service agency, and smaller contracts may require board review. Collaborative relationships are often informally arranged without legal contracts.</li> </ul>
<b>Attitude toward time, decision-making, and "process"</b>	<ul style="list-style-type: none"> <li>Developers talk about units and projects. Their work has a beginning, middle, and an end. Their survival and success depends in part upon timely completion of projects because fees come at completion. They are deadline driven. They are often impatient with meetings and "process."</li> </ul>	<ul style="list-style-type: none"> <li>Service providers talk about programs and the number of people served. Their work is often without a clear middle or end. "Process" is a major professional tool. Successful outcomes are difficult to quantify.</li> </ul>
<b>Staff responsibilities</b>	<ul style="list-style-type: none"> <li>A single staff person is typically the project manager for the period between conception and initial occupancy of a project, usually at least 12 to 24 months.</li> </ul>	<ul style="list-style-type: none"> <li>Multiple staff members are more commonly involved in delivering services to a project.</li> </ul>
<b>Consumer relations</b>	<ul style="list-style-type: none"> <li>Consumers are tenants and are protected by landlord-tenant laws. Confidentiality is not a highly regulated issue.</li> </ul>	<ul style="list-style-type: none"> <li>Consumers are clients and are protected by professional confidentiality and ethics policies.</li> </ul>

## Learning to Speak the Same Language

*Adapted from the Plenary  
Remarks of Pat Morgan of  
Partners of the Homeless,  
Memphis, TN*

*(See the pages following  
for an integrated, alphabeti-  
cal listing of these and other  
acronyms, terms and “plain  
language” definitions that  
you may find helpful)*

In the early eighties as homelessness first began to draw the attention of the national media, hundreds if not thousands of concerned men and women found themselves learning to speak the language of homelessness. In church basements and soup kitchens all across America, many of us learned the language of the streets. The deeper we dug into the root causes of homelessness, the more we learned the language of mental health — DSM IV, SMI, PTSD, A&D, AA, NA, CA, Voc Rehab, SSI, ADAMHA (now SAMHSA) and NIMH. As the number of homeless families increased, we increased our vocabulary to include AFDC (now TANF), EBT, WIC, CHIP and W2W.

The more we learned about homelessness and the structural factors that are so intricately connected with individual risk factors, the more we learned to speak the language of housing. If you're not sure what CPD, SHP, SRO, S+C, CDC, CHDO, 202, 811, HOME, HOPWA, FHEO, CDBG, FMR, Section 8 and PIH mean, it's time to learn. If you're new to housing development, there's more: LIHTC, FHLB, and NIMBY, which are important as well since they represent either sources of potential funding or potential barriers to developing your project.

Keep in mind that HUD's homeless assistance programs are intended to provide housing, help homeless people *access* housing and services, and otherwise help to *fill gaps* in the social service system — *not replace* the system. Because HUD lacks the means or the mandate to meet all the needs of homeless people, the Department is strongly encouraging applicants for funding to maximize their use of other, more appropriate resources for services, especially mainstream resources. To help ensure health care, mental health services and social services, developers need to aggressively seek funding from HHS, DOL, DOJ, and the VA, all Federal agencies with programs to help homeless people, many of

which are administered by State and local governments. Balancing your HUD funding with services provided by other agencies will also improve your leveraging score when applying for funds through HUD's Continuum of Care competition. In addition, to achieve the highest score for use of supplemental resources, applicants in the 2000 competition were asked to describe how they used mainstream resources in

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their system of services and housing — and the community's strategy for more effectively accessing those systems.

However, learning to speak the same language requires much more than being able to decipher acronyms and define terms, and successful collaboration requires more than speaking the same language. For example: financial experts and social workers often operate on different frames of reference. Bankers are listening for the bottom line, e.g., can you pay the money back — and when. That's what you need to talk about when you're trying to secure financing for your housing development project — not the service needs of your clients. Residents of the neighborhood where you want to build your housing project may very well exhibit the NIMBY (Not In My Back Yard) syndrome. However, your ability to listen to and address *their* concerns by engaging them in the planning stages, fully explaining your project, the people it is intended to serve, any security concerns, or other issues can result in their acceptance of the project instead of a lengthy and costly court battle.

Finally, we need to keep in mind that homelessness represents a breakdown, loss, or the absence of the existence of a supportive network of family and friends and work that helps us organize and give meaning to our lives. After seven years of sleeping under a bush in downtown Memphis, Alapeechie B. finally agreed to accept the help we'd fought so hard to get — a caring case manager, medications that ended the “voices” that continually told him he was “no good” and that he ought to just “go on and die.” We helped him get an apartment of his own with furniture bought with his retroactive disability benefits. The only thing we didn't help him get was a *life*. I ran

into him one day on the street after we had “rescued” him from homelessness. I thought he'd be happy since he was no longer homeless and he no longer heard the voices telling him to kill himself. I was wrong. “I don't hear the voices anymore,” he said, “but my life is so empty I still want to kill myself.” He did two weeks later.

As you develop your housing project, make sure you incorporate into your program those features that enable the Alapeechies of our world to make the most of their lives. I wish I had. ■

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## “The Acronym Bowl” . . . or How to Eliminate Alphabet Soup

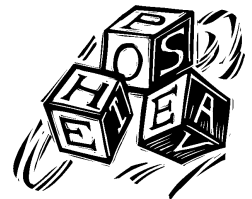
**M**aking our new partners feel comfortable at the table can be a challenge, especially if they are having trouble following the conversation. For people in the field, using acronyms is a regular part of doing business, but people who don't have a professional background in housing and homeless issues can get lost if the conversation proceeds as usual.

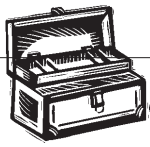
In Zumbrota, Minnesota, the Continuum of Care Board recognized the need to make their language clear and understandable to everyone in their Continuum of Care process, including representatives from the business community, from other service arenas, and homeless and formerly homeless people. They developed a list of

common acronyms to give to everyone on the Board. They also instituted a fine for using an acronym during a meeting. Anyone who says “CDBG” or “LIHTC” or uses any other acronym must chip 25 cents into the Acronym Bowl. “The bowl gets filled up, but it makes the point and gives people a laugh,” says Mary Ulland Evans of the Community Action Program. The money is used to pay for coffee and donuts for the meetings, and all the participants are learning to speak more clearly as they strive toward greater inclusion. ■

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*Information from a presentation by Mary Ulland Evans of the Community Action Program, Zumbrota, MN*





# TOOLS

## Common Acronyms in Homeless Housing

*Adapted from a list developed by Pat Morgan of Partners for the Homeless, Memphis, TN*

**CDBG** – Community Development Block Grant program administered by HUD. Major funding source. Under HUD guidelines, funds are allocated by localities and states for housing, services, public infrastructure and other community needs.

**CDC** – Community Development Corporation; community-based organization dedicated to development of economic opportunities and/or housing in the community.

**CDC** – Centers for Disease Control and Prevention; division of the U.S. Department of Health and Human Services, responsible for tracking, addressing communicable diseases such as tuberculosis, HIV/AIDS.

**CHDO** – Community Housing Development Organization; local housing development organization. Must serve defined neighborhood and have a board representing low-income persons.

**CHIP** – Children's Health Insurance Program; a \$24 billion program of the U.S. Department of Health and Human Services (DHHS) to pay for health insurance for children of families who make too much money to qualify for Medicaid and too little to pay for health insurance in private market. Administered by states under DHHS guidelines. For example, in Arkansas the program is called ARKids.

**CMHS** – Center for Mental Health Services; a division of the Substance Abuse and Mental Health Services Administration of the U.S. Department of Health and Human Services (DHHS).

**CoC** – Continuum of Care; operates on two levels, i.e., a broad-based, highly inclusive and collaborative local approach to *planning* required by HUD as a condition for securing HUD funds for programs to assist homeless people; and the *Continuum of Care delivery system of services and housing options for homeless people*. Primary components of the CoC system are outreach, assessment, and intake; emergency shelter; transitional housing, and permanent housing (with or without support services).

**CPD** – HUD's Office of Community Planning and Development; major funding source, administers McKinney Act programs Supportive Housing, Shelter Plus Care, Section 8 Moderate Rehabilitation Single Room Occupancy (SRO), and Emergency Shelter Grant programs specifically for homeless people, along with Community Development Block Grants, HOME and HOPWA

programs, Empowerment Zones and Enterprise Communities, Youthbuild, and Historically Black Colleges and Universities Program.

**CSAT** – Center for Substance Abuse Treatment; a division of the U.S. Department of Health and Human Services' Substance Abuse and Mental Health Services Administration.

**DCHV** – Domiciliary Care for Homeless Veterans; funding source, U.S. Department of Veterans Affairs.

**DHHS** – U.S. Department of Health and Human Services; major funding source for health care, mental health, treatment for substance abuse, welfare.

**DMHMR** – Department of Mental Health and Mental Retardation; all states have MHMR departments (and funds) for treatment and services for persons with mental illnesses or mental retardation.

**DOL** – U.S. Department of Labor; *major* funding source for job training activities.

**DOJ** – Department of Justice; in addition to administering well-known criminal justice activities, is source of funding for shelters/services for victims of domestic violence.

**DSM IV** – Diagnostic and Statistical Manual of Mental Disorders, Edition 4; the book used by mental health professionals in diagnosing mental illnesses and mental disorders.

**EC** – Enterprise Community; designated areas selected through HUD's competitive process to receive additional Federal funds (but not as much as EZ's) for improving economic conditions in distressed, disadvantaged communities.

**ESG** – Emergency Shelter Grant program; funding source administered by HUD, allocated locally.

**EZ** – Empowerment Zone; designated areas selected through HUD's competitive process to receive additional Federal funds for improving economic conditions in distressed, disadvantaged communities.

**FEMA** – Federal Emergency Management Administration; funding source, administers \$100 million annually to assist homeless and at-risk individuals and families. Funds allocated by local FEMA Boards.

**FHA** – Federal Housing Administration; HUD's largest program, provides mortgage insurance, widely used to underwrite single and multifamily mortgages.

**FHEO** – Fair Housing and Equal Opportunity; HUD office charged with educational and enforcement of nation's fair housing laws and civil rights laws as they impact housing discrimination.

**FHLB** – Federal Home Loan Bank; provides flexible, permanent financing, grants through Affordable Housing Program.

**FMR** – Fair Market Rent; maximum amount of rent HUD will pay or subsidize.

**HCHV** – Health Care for Homeless Veterans; funding source, administered by the U.S. Department of Veterans Affairs.

**HOME** – HOME Investment Partnership; HUD program, major funding source, funds are allocated locally, sole purpose is to support affordable housing.

**HOPE VI** – HUD program; funds are used to replace deteriorated public housing with new, mixed-income communities.

**HOPWA** – Housing Opportunities for Persons with AIDS; HUD program funding housing and services for persons with AIDS.

**HVRP** – Homeless Veterans Reintegration Program; funding source, administered by the Department of Labor (DOL).

**JTPA** – Job Training Partnership Act; the primary job training program administered by the U.S. Department of Labor, replaced by the Workforce Investment Act.

**LIHTC** – Low Income Housing Tax Credits; funding source in housing development administered through states.

**NIMBY** – Not in My Back Yard; complaint often voiced by area/neighborhood residents opposing development of supportive housing for people with disabilities.

**NIMH** – National Institute of Mental Health; a research institute of the U.S. Department of Health and Human Services.

**NOFA** – Notice of Funding Availability; describes funds available, who is eligible to apply, eligible activities, and how and when to apply.

**PATH** – Projects to Assist in Transition to Housing; homelessness assistance program administered by the U.S. Department of Health and Human Services.

**PHA** – Public Housing Authority

**PIC** – Private Industry Council; local councils funded by Department of Labor to provide job training

**PTSD** – Post Traumatic Stress Disorder; mental health problem marked by flashbacks of traumatic event, extreme anxiety. Many homeless veterans suffer from PTSD.

**RFP** – Request for Proposals

**SAMHSA** – Substance Abuse and Mental Health Services Administration; a division of the U.S. Department of Health and Human Services.

**Section 8** – Rental assistance program funded by HUD; administered on the local level by Public Housing Authorities.

**Section 202** – HUD program providing funds for development/operation of permanent supportive housing for elderly people.

**Section 811** – HUD program; funds development and operation of supportive housing programs for persons with disabilities. Persons to be housed do not have to be homeless, but homeless persons are eligible for the housing.

**S+C** – Shelter Plus Care; HUD's rental assistance program for homeless people with disabilities. Applicants/grantees must match dollar for dollar with services. Can access only through Continuum of Care competition.

**SHP** – Supportive Housing Program; funding source, administered by HUD, can access only through Continuum of Care competition.

**SNAPS** – HUD's Office of Special Needs Assistance Programs in Washington, D.C. where the Department's \$1.2 billion in McKinney Act funds to assist homeless people is administered.

**SRO** – Single Room Occupancy (efficiency apartment/room)

**SRO Mod Rehab** – HUD's Section 8 Moderate Rehabilitation Single Room Occupancy program; provides funding for permanent housing for homeless people with disabilities. Can be accessed only through HUD's Continuum of Care competitive process.

**SSI** – Supplemental Security Income; primary source of income for indigent persons with mental illness and other disabilities expected to last longer than a year or result in death.

**SuperNOFA** – HUD's combination of the Department's numerous Notices of Funding Availability (NOFA) into one "super" document with standardized criteria for rating applications for funding.

**TANF** – Temporary Assistance for Needy Families; replaced Aid for Families with Dependent Children (AFDC). Administered by States under Federal guidelines. For instance, in Tennessee the program is called 'Families First.'

**WIC** – Nutrition program (free food, formula, etc.) for women (pregnant), infants and children, administered by the U.S. Department of Agriculture's Food and Nutrition Service.

**VA** – U.S. Department of Veterans Affairs

*For more information, call Pat Morgan at (901) 526-9411, or email [patthinc@bellsouth.net](mailto:patthinc@bellsouth.net)*

## Quality Supportive Housing Requires Strong Collaboration

*Excerpts from the Plenary Address by Carol Wilkins of the Corporation for Supportive Housing, Oakland, CA*

Our belief at the Corporation for Supportive Housing is that we cannot end homelessness without affordable housing, and for the people who are most at risk of long-term or repeated homelessness, supportive housing is the most cost-effective solution — not only to achieve housing stability and to reconnect people to work and community, but also to reduce utilization of costly hospital inpatient and emergency services. Recent research has shown that:

- Supportive housing costs less than chronic homelessness or institutionalization.
- Supportive housing contributes to neighborhood revitalization.

Whereas there is no single best model, quality supportive housing relies on the interaction and coordination between *three key functions*: housing development, support services, and operations/property management.

- 1) The **Housing** must be well-designed, safe and secure rental units that are *affordable*. The housing is independent, with each tenant in his/her own apartment holding a lease and responsible for paying rent; and the housing is permanent, with a tenant being able to stay as long as s/he pays rent and complies with the terms of the lease.
- 2) The **Support Services** are designed to maximize independence; services are flexible and responsive to tenant needs (client-centered); services are available as and when needed, but they are not mandatory, and they are accessible to tenants, near and where they live.
- 3) **Property Management** has specially trained staff who are sensitive to the population with whom they are working and responsive to a double bottom line. They act as partners in building a community and in enhancing the project's

social goals (including enforcement of house rules), and they are reliable in performing the duties of rent collection, repairs, building maintenance and asset management.

Supportive housing requires collaboration at all levels. Given the range of goals and needs to be addressed by supportive housing projects, there is rarely a single organization that has the capacity to do all of these well, and almost never a single funding stream willing to pay for it all (capital, operating, and the range of services). It requires coordination among government agencies to provide the funding and synchronize the policies that guide local decisions. It requires coordination in planning the new project and putting the deal together. And it requires collaboration to operate the project (see “The Health, Housing and Integrated Services Network”). Working together requires organizational capacity and leadership to ensure effective supervision and communication among partners, reliable performance, accountability for results, and a commitment to ongoing training and skill building for all staff.

This is hard work, and in today's labor market it is increasingly challenging to find staff who can do this work with the creativity, skill, sensitivity, patience, and endurance that is required. Inevitably there will be disappointments: a partner will be unable to fill a staff vacancy, staff will make mistakes, and despite everyone's best efforts, some tenants will relapse in addiction, engage in self-destructive behavior, or even commit suicide. The key is how these are handled. There must be honest and effective communication and a willingness to share responsibility, not defensiveness, blame, or disengagement.

Collaboration shifts the burden of integrating diverse systems of care from the consumers to the service providers and



their funders, allowing consumers greater opportunity to focus on their own needs. While such collaboration generally requires greater effort and higher levels of mutual accountability by providers than working separately, the end result is worth the extra effort. The services delivered are comprehensive, more effective, and allow the consumer to make choices about his/her care. Built-in peer review leads to improvements in service quality. With a collaborative

approach, a broader constituency of committed, community-based organizations is established, leading to better connections to funding streams, major systems of care, and government agencies. Well-managed collaboration is a key part of the continuing effort to develop affordable, accessible supportive housing. ■

*For more information, contact Carol Wilkins at (510) 251-1910 or email [Carol.Wilkins@csh.org](mailto:Carol.Wilkins@csh.org)*

## Cost Effectiveness of Supportive Housing

In *California*, researchers from the University of California at Berkeley analyzed data from over 200 formerly homeless tenants served by the Health, Housing, and Integrated Services Network (HHISN). These tenants all came directly from the streets or emergency shelters, and more than 95% were struggling with mental illness, chemical addictions, or most often both.

- Within 12 months of moving into supportive housing, over 82% of tenants remained stable in their housing.
- Use of emergency rooms fell by 58%, including an 80% reduction among a subpopulation who had averaged over 12 visits in the 2 years prior to entering supportive housing.
- Use of hospital inpatient beds fell by 57%, with another 20% decline the next year.

In *Connecticut*, an evaluation of the Supportive Housing Demonstration program conducted by the University of Pennsylvania documented a decrease of \$10,861.77 per tenant in the cost of inpatient and nursing home services when comparing utilization costs 12 months prior to placement in supportive housing with utilization costs 18 months after placement.

In *Chicago*:

- A City Hospital bed costs \$607 a day
- A State Psychiatric bed costs \$209 a day
- A County Jail cell costs \$58 a day
- A Home in supportive housing costs \$27 a day

*All information from the Corporation for Supportive Housing, [www.csh.org](http://www.csh.org)*



## The Health, Housing and Integrated Services Network: Collaboration at Every Level

Adapted from a presentation  
by Carol Wilkins of the  
Corporation for Supportive  
Housing, Oakland, CA



The Bay Area office of the Corporation for Supportive Housing (CSH) is the lead agency for the Health, Housing and Integrated Services Network (HHISN), a collaboration of agencies that provides housing and support for formerly homeless people. The goal of the Network is to both integrate the services to meet the needs of “hardest-to-serve” homeless people *and* integrate the systems that fund housing for homeless people with those that fund and deliver comprehensive systems of health care, mental health services, and employment services.

The heart of HHISN is its integrated services teams, usually composed of staff from two or three different organizations. A team may include staff from a community clinic, mental health and substance abuse treatment provider, and a homeless service provider. These team members (or other organizations) also offer peer support, money management, and vocational/employment services. Services are delivered in conjunction with permanent housing for homeless people — such as McKinney SRO projects, or Shelter+Care programs.

CSH and its partners started the planning with senior managers, executive directors, allies in local government, advocates, and a few consumers/family mem-

bers. When it became time for implementation, they learned that it is critical to also pay attention to the partnerships at the direct service level and at the level of supervisors of front-line staff. Now they hold meetings at all three levels: team, operations, and oversight.

At the *team level*, direct service staff share responsibility for meeting the needs and goals of all the tenants. Each member brings a different tool, but all must pay attention to problems resulting from addiction or isolation, work to anticipate and prevent crises, and keep tenants housed. A service coordinator meets regularly with property management to identify tenants who are at risk of losing housing and provide the linkage between the service team and property management regarding community concerns, such as safety.

At the *operations level*, housing and service providers collaborate on problem solving. In the start-up years, the focus was on training new staff to work together toward a shared mission, developing procedures and exchanging lessons and strategies to meet the challenges of new buildings and engagement. Today, groups are evolving to address turnover in staffing and leadership, and provide a forum for peer review of quality and effectiveness of responses to major incidents. This is the forum to problem-solve about the challenges of partnership, including

supervision and managing staff performance, communications and relationships, and to hold one another accountable instead of gossiping and criticizing.

At the *network oversight level*, CSH has facilitated development of outcome measurements adopted by all HHISN organizations and incorporated them into funding agreements within the same community. All participants are committed to sharing responsibility for performance. The network level has also become a forum to develop shared strategies about fundraising.

Residents have seats at the network table, and consumers have come together as a unified voice to demand that providers and other stakeholders address issues across sites. For example, they wanted to know why the visitor policies varied between buildings in the program, and they insisted that policies be standardized.

HHISN began in two Bay Area counties and has grown to 15 teams serving more than 1,000 people in six counties. More than 30 public and private agencies are collaborating in funding and delivering housing and services. Funding for the services comes from a variety of sources, including HUD's McKinney Programs, Medicaid, local (county) mental health and social services departments, federal PATH or SAMHSA block grant funds via the State Department of Mental Health, and lots of foundation funding. ■

*For more information, call Carol Wilkins at (510) 251-1910 or email [Carol.Wilkins@csh.org](mailto:Carol.Wilkins@csh.org)*



# TOOLS

## Key Steps to Building Collaboration

### Getting Started

- Commit to a partnership
- Be ready to commit funds
- Be ready to make changes
- Be ready to adopt a partner's bottom line
- Learn about your partner
- Get familiar with the lingo
- Understand how they function financially and organizationally
- Get to know who they are and what drives them

### Your Approach

- Consider your partner's major needs and interests
- Consider how you can contribute to meeting those needs
- Be clear about your own needs and interests
- Develop a vision of potential mutual goals and possible roles

### Trust

- Be clear about your own bottom line
- Harbor no hidden agendas and let go of past history
- Understand your partner's bottom line and treat it as your own
- Respect your partner's core values
- Model the behavior you want from your partner:
  - Communicate clearly
  - Preserve confidences
  - Consult before acting

### Commitment

- Define a shared vision of the outcomes you seek
- Define a common plan and expectations of each partner in implementing it
- Solve problems together
- Meet regularly to develop mutual strategies
- Include each other in major agency activities such as outreach and conferences
- Get to know each others' staff and major partners

### Structure Your Relationship

- Legal relationship
- Mutual goals
- Individual roles
- Financial relationship
- Joint planning and problem solving
- Evaluation

### Survive the Hard Work

- Plan ahead
- Pitch in during each others' crunch times
- Develop easy and regular ways to communicate
- Debrief after the conclusion of major hurdles
- Help each other stay focused on priorities

### Build on Successes

- More can be accomplished by working together than by any partner alone
- It takes strong commitment to solve tough problems
- A snowball effect develops once people begin to see results of collaboration
- Many hands make heavy lifting possible
- Celebrate together when your plans finally come to fruition

### Reap the Rewards

- Develop better quality living arrangements
- Overcome obstacles you can't surmount alone
- Share risks, and tackle problems with help
- Improve the quality of life of people most in need
- Improve the quality of life for communities

*From a presentation on the Michigan Supportive Housing Collaborative. For more information, call Dorothy Byington-Boone, Michigan State Housing Development Authority, Lansing, MI at (517) 373-9349 or email booned@state.mi.us*

## A Hospital is not a Home: Collaboration Improves Homeless Health Care

Health care is a critical issue for homeless people. It is a nightmare for most shelters where the standard protocol for addressing the primary health care needs of residents is to dial 911 and send them to the emergency room. It is not cost-efficient for hospitals to treat or hospitalize homeless people: the typical admission of a homeless person results in a hospital stay 4.1 days longer than indigents. To avoid this, homeless patients were refused treatment and sent back to the shelter, usually in a cab. It is a vicious cycle, where sick people make shelter populations sicker and significantly slow down movement through the continuum of care. In fact, it was so bad in Savannah that we regularly taught homeless people to access health care through hospital emergency rooms by claiming to have a heart attack. By law, hospitals have to treat such cases. Homeless people did receive better treatment, but it was a horrible waste of resources.

Some communities have been successful in implementing health care programs for homeless people, but most do not maximize the utilization of *existing* resources. Several years ago, a collaborative proposal was made to Memorial Health University Medical Center to cut the days of unnecessary hospitalization of homeless people in half. This had the potential of saving the hospital \$17 million in the costs of *housing* homeless people. They jumped at the chance. This was the beginning. Five shelter-based primary care clinics were implemented that saved the hospitals \$3.4 mil-

lion last year in diverted emergency-room visits. It cost the hospital only \$200,000.

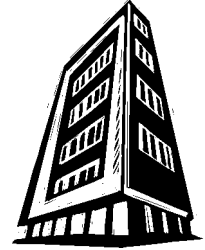
The collaborative that accomplished this includes Union Mission and Memorial Health University Medical Center, St. Joseph's/Candler Health System — a competing hospital — the Chatham County Department of Health, the Robert Wood Johnson Foundation, United Way of the Coastal Empire, the J.C. Lewis Family Foundation, the Georgia Department of Community Affairs, and the U.S. Department of Housing and Urban Development.

The hospitals wanted to see more of this, and the collaborative expanded to open a 32-bed primary/respite care site to house homeless people. In its first quarter of operation, it saved the hospitals \$1.8 million. The investment on the hospitals' part was \$250,000 each. They saw a significant *profit* in the first quarter. Talk about a win-win arrangement! The hospitals save money while homeless people receive adequate health care. These results speak for themselves.

Currently, the collaborative is working with the Georgia Department of Community Health demonstrating Medicaid savings through the Center. Potentially, the collaborative's approach will save Georgia \$6 million in primary care that is not reimbursed. Such collaborative approaches are the future of working with homeless people. ■

*For more information, call Reverend Michael Elliot at (912) 236-7423 or email REVME123@aol.com*

*Adapted from the remarks of  
Reverend Michael Elliot of  
Union Mission, Savannah, GA*





# TOOLS

## Put Your Agreements in Writing

*Reprinted with permission from Not a Solo Act, Corporation for Supportive Housing, 1997*

Complex agreements, like the establishment of a collaborative partnership to develop or operate supportive housing, work more smoothly when there are clear and agreed-upon expectations of each organization. Contributing to this need for written clarity are the long time frames from project conceptualization to when tenants move in, the sheer number of decisions involved, the fact that many early decisions have a profound effect on the practicality of the final supportive housing project, and the large amount of dollars that must be borrowed or raised.

*Not A Solo Act* outlines six common-sense principles for collaboration:

- Commit to a shared statement of project goals.
- Learn about and build trust in your partner's expertise.
- State expectations and assumptions clearly. Communicate regularly along clearly understood lines of authority.
- Plan for shared decision making, compromise and conflict resolution.
- Plan for both emergencies and the ultimate end to the relationship.

While legal agreements between partners cannot cover every situation and will not replace holding meetings and developing other documents such as policies and procedures, your legal agreement *will* define the terms and conditions of your relationship and protect you and the project in the event your relationship sours. Written agreements will free you to go off course and make decisions that seem more appropriate in the moment or given certain unanticipated circumstances, while providing a guidepost to your original intentions. The table at right outlines the critical content for a contract, memoranda of understanding or other written agreement between development and/or operating partners.

<b>Introduction</b>	<ul style="list-style-type: none"> <li>• recitals and intent of collaboration</li> <li>• description of project, goals, values and guiding principles</li> </ul>
<b>Responsibilities, roles and decision-making process</b>	<ul style="list-style-type: none"> <li>• description of each party; nature of each agency</li> <li>• scope of services</li> <li>• establishment of parameters; values regarding confidentiality procedures</li> <li>• description of decision-making structure, authority and venue</li> </ul>
<b>Timeline for project and collaboration</b>	<ul style="list-style-type: none"> <li>• schedule for development, rent-up and all related financing</li> <li>• schedule for services planning, funding, personnel hiring and implementation</li> <li>• effective date of collaboration and its termination</li> </ul>
<b>Fees</b>	<ul style="list-style-type: none"> <li>• schedule and source of payments</li> <li>• incentives and penalties, if any</li> <li>• adjustment mechanism for changes in scope of services</li> </ul>
<b>Evaluation</b>	<ul style="list-style-type: none"> <li>• establishment of a schedule of periodic evaluations, who is to be involved, process</li> </ul>
<b>Termination</b>	<ul style="list-style-type: none"> <li>• plan for conflict and how it will be dealt with</li> <li>• designate a third party who may be asked to mediate a conflict</li> </ul>
<b>Conflict resolution, mediation and arbitration</b>	<ul style="list-style-type: none"> <li>• determine under which conditions a party can terminate</li> <li>• decide whether mediation will be required beforehand</li> <li>• establish plan for untimely/non-mutual termination</li> </ul>
<b>"Partner" contacts</b>	<ul style="list-style-type: none"> <li>• for each "partner," designate a principal representative for day-to-day project decisions; specify limits of authority</li> <li>• designate a decision-maker for further negotiations</li> <li>• list address, phone number, and fax number for notices</li> </ul>

*For more information, call the Corporation for Supportive Housing at (212) 986-2966 or email [information@csh.org](mailto:information@csh.org)*

# Raising *the Money*

**T**he overarching truth about all of our work, be it development, operations, or services, is that *someone* has to pay for it. Our tenants cannot pay what the housing and services cost, so we must find other sources to cover the costs of developing and operating our programs.

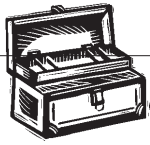
Raising money is a fundamental part of the work nonprofit organizations do. If you exist today as a nonprofit organization, it is because you have been able to raise money to support your efforts. Nevertheless, raising money for housing is an area in which many organizations need assistance.

Most of the organizations represented at the regional conferences had some experience using federal HUD funds to provide housing or services. But everyone recognized that providers must begin to look elsewhere for support. Many participants came from communities where demand for renewal funding will outstrip the amount of HUD homeless funding anticipated in the coming year to sustain the existing sys-

tem of housing and services. With this reality, where will funding for desperately needed new housing come from? The answer is that it must increasingly come from old and new partners in the private sector. Foundations, corporations, businesses and civic organizations must be brought to the table and made to see the benefits to them of the work we are doing.

Contributors to this section have encouraging success stories to tell. Corporations, foundations, business leaders and sports teams have all come to their aid. They have done so because the nonprofits that approached them had a problem identified which they wanted to address and a convincing answer to that problem affecting their community. The stories here illustrate how they were successful, while the tools provide you with some key factors to keep in mind as you build your case and sell potential funders on your efforts. ■





# TOOLS

## STEPS IN THE DEVELOPMENT PROCESS

### Financing the Development

*This list was adapted from materials provided by: Ralph Cooper, Veterans Benefit Clearinghouse / Rusty Lawrence, Urban Housing Solutions / Lorri Mills, Progressive Redevelopment, Inc / Irmi Gaut, City Missions*

Once you have determined who you are going to house, the next step is figuring out where you will find the money to do the project. Today, most projects require five to ten sources to develop and operate. This list helps you think through some of the steps you will need to take to figure out how much you will need to raise and where to find it.

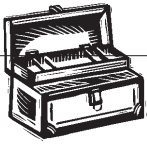
#### Develop the Preliminary Development Plan

- Identify the scope of the work in a preliminary sense.
  - What will the units look like? Are you going to add bedrooms, kitchens, etc.?
  - Where in your facility will services be provided?
  - Will you have common space — how will it be utilized?
  - Will you have resident management?
- Are you going to need a secure floor area? How will security work?
- Begin selection and negotiations with a contractor you can work with: one who understands that money is limited. Define the type of contract you would want, such as “cost plus a fee with a guaranteed max.”
- Get preliminary estimates of development costs.
- Assure project feasibility based on development and operating projections, limits and requirements of proposed funding sources, the reality of achieving your private fundraising goals, and the availability of public sources.

#### Financial Modeling

- Five types of funding are needed for most housing development projects:
  - Pre-development funding to cover expenses during the speculative period prior to construction loan closing.
  - Construction and permanent financing — may be the same loan.
  - Development subsidies — grants and deferred payment loans.
  - Rental subsidies — may not be necessary if the target population is working and operating expenses are reduced through tax abatement and minimizing debt service.
  - Support service funding — may only need limited funding for case managers to assist in accessing community-based resources, but the hardest funding component to obtain guarantees for.
- Develop a pro forma budget, which should include development costs, sources and uses of funds, operating income and expense projections, and cash flow projections.





# TOOLS

## STEPS IN THE DEVELOPMENT PROCESS

### Financing the Development

*continued*

#### Select and Pursue a Financing Structure

- Determine the cost of the rehabilitation/new construction/acquisition.
  - Who will fund these costs?
  - Can you leverage one source against another?
  - Are there matching funds required by these sources?
  - How will you fund this project over the long term?
  - Do you have the agency capacity to manage this project and to raise the additional funds you will need to make it viable?
- Understand exactly what each funding program's guidelines stipulate in terms of how their dollars may be spent and how funders requirements and limits may affect the operations of your project.
- Ensure the project's viability over the full term of affordability commitments, typically forty years or more.
- Set up a timeline regarding the various submission dates to see which sources of funds will work with your time

line and your project. Sources to consider include combinations of any number of the following:

- HUD Continuum of Care funds
- HUD Consolidated Plan funds (CDBG, HOME, HOPWA, etc.)
- Low Income Housing Tax Credits
- Historic Tax Credits
- State Trust Funds
- County or city funds
- Foundations, or private funds
- Federal Home Loan Bank Affordable Housing Program (AHP)
- Conventional financing
- Because most housing for the homeless does not produce a lot of “revenue” to offset the expenses, the goal is to keep costs of interest and borrowing as low as possible in order to keep your ongoing project costs as low as possible.

*See list of contributors in resource section for contact information.*

## Challenges to Financing Homeless Housing Projects

*Excerpted from "Using Tax Credits in Homeless Housing Projects" by Rich Liversidge of The Enterprise Social Investment Corporation and Susan Lenz of Lenz Enterprises, Ltd.*



**H**omeless housing projects are harder to finance than many other kinds of affordable housing projects for several reasons, which include:

- Such projects often incorporate specialized requirements for tenants, which can make the buildings relatively expensive to build or rehabilitate.
- Tenants tend to have relatively low incomes and high operating expenses, and large operating reserves may be required to offset possible shortfalls in project cash flow. This limits the amount of conventional debt such a project can carry. As a result, the project must rely more on soft debt and grants to finance construction.
- Government agencies may have strict referral protocols as well as use and occupancy requirements that narrow tenant availability and increase project vacancies.
- Tenant social services are often a key element in the project, especially if the tenants require supportive social, medical, or mental health services, including drug and alcohol services. These often have relatively short periods of commitment, requiring adjustments by investors to assure the project's continuing operation if they should fall away.
- Security and other operating costs may be above average to meet the needs of the tenants and keep the facilities safe and stable. ■

*For more information contact Susan Lenz at (973) 665-1660 or Rich Liversidge at (410) 772-2513*

## How to Build Successful Relationships with Foundations in Your Community

All nonprofit organizations are challenged by the need to support their work through private fundraising. This is particularly true for those of us engaged in the work of creating affordable housing for homeless individuals and families. As federal funding for affordable housing diminishes and the competition for private dollars increases, it has become increasingly important for nonprofit organizations to find ways to stand out in the crowd and raise the private funds needed to maintain and expand their programs. Building successful relationships with local foundations and grantmakers is a critical step in this process.

The most fundamental rule of fundraising that is mentioned over and over by professionals is the importance of developing relationships. People give money to people, not to organizations, so it is well worth the time spent in developing successful relationships with potential funders including individual donors, community groups, media, and corporate and foundation program officers. Certainly the work of the organization must be compelling and fit within the guidelines of a potential funder, but the personal relationship between the funder and the agency representative — executive director, board member, development director — can help sway a positive outcome. Foundations need nonprofits just as much as nonprofits need foundations, since the Internal Revenue Service dictates that foundations give away no less than 5 percent of their assets annually.

### Tips to develop successful relationships with local corporations and foundations:

- 90% of fundraising success is about building relationships. Continue to nurture and cultivate relationships with corporate and foundation funders just as you would individual donors. Invite representatives to openings and events, include them on mailing lists, and seek their input on aspects of your work.
- Approach local banks in your area. All banks have a commitment to investing in community development activities, and affordable housing is almost always a priority in their grantmaking programs.
- Report to funders on grant expenditures. Many foundations require organizations to submit annual progress reports on how a grant was spent. Even if this is not a requirement of a grant, it is a good idea to keep the funder informed about your progress. Doing so can help strengthen the relationship between your organization and the funder and open the door for renewal funding in the future.
- Seek every opportunity to develop relationships — join your local development officers association — an agency that focuses on advancing philanthropy in development professionals — if one exists.
- The role of the board of directors is critical in this process. Nothing opens more doors than having board members accompany you to meet with potential foundation program officers. This can also be a particularly good role for any consumers on your board. They bring the power of your mission to the table.

*For more information, call Sara Nelson with AIDS Housing of Washington at (206) 448-5242 or email [sara@aidshousing.org](mailto:sara@aidshousing.org)*



# TOOLS

## S.M.A.R.T. Resource Development

### S. Search

- Research data to build the needs case for your project.
- Look for board members with foundation connections.
- Hunt for grantors that fit your organization's mission.
- Investigate who really makes the funding decisions and how.
- Explore the feasibility of hiring a professional fundraiser.
- Recruit community leaders and professionals as campaign volunteers.

### M. Market

- Prepare a needs case statement, campaign goal, strategy and budget.
- Educate constituents and customers on the needs and project goals.
- Encourage clients to tell their success stories as project participants.
- Promote your agency's strengths and program quality.
- Advance the cause through collaborative partnerships.
- Produce professional campaign solicitation materials.
- Train the fundraising committee and provide good staff support.

### A. Ask

- Solicit 100% board and staff giving before you approach grantors.
- Invite board leadership to make solicitation calls and appointments.

- Ask the foundation's CEO for guidance before you ask for the money.
- Submit a well-prepared proposal.
- Request funding within the foundation's expected range of giving.

### R. Report

- Report regularly to your campaign committee and full board.
- Account for every dollar raised and spent.
- Inform grantors and all donors/prospects of the campaign's progress.
- Publish final campaign results and explain how the funds were used.
- Present accomplishments and offer tours to show the impact of the campaign.

### T. Thank

- Acknowledge *every* gift, in-kind contribution and service rendered.
- Host a campaign volunteers' appreciation event and presentations.
- Show gratitude to all, including staff who helped with the campaign.

*For more information, call Ann Slaughter of the City of Atlanta Office of Grants Management at (404) 330-6112 or email [aslaughter@ci.atlanta.ga.us](mailto:aslaughter@ci.atlanta.ga.us)*

## Sources of Support: The AFL-CIO National Partnership for Affordable Housing

The AFL-CIO pension investment program has developed an initiative designed to produce affordable housing, build new partnerships for housing production, and raise the issue of affordable housing on the national agenda. The AFL-CIO Housing Investment Trust will commit \$250 million in capital over the next five years to the National Partnership for Affordable Housing (NPAH). Trust capital will leverage an additional \$250 million from such partners as foundations, local governments, Community Development Financial Institutions, and members of the Federal Home Loan Bank (FHLB) system. The resulting pool of funds will blend market rate and rate-advantaged financing to offer a blended price for construction and permanent funds of up to 150 basis points below market interest rates. The proposed \$500 million will create approximately 10,000 affordable housing units around the country.

The primary goal of the National Partnership for Affordable Housing is to add units to the affordable housing inventory. Nonprofit sponsors, or joint ventures between nonprofit and for-profit developers, will be given priority, and every effort

will be made to aid developers in bringing union apprenticeship programs to projects and to assure that Federal Section 3 requirements are met.

The National Partnership for Affordable Housing program design recognizes the critical necessity of ongoing social services to assure successful projects. Projects financed under this program will represent more than a bricks-and-mortar solution to the problems facing low-income families. By adding social service dollars to the program, the initiative will create a real “one-stop shop” for effective affordable housing production. The national partnership’s social service grants could be used for a variety of programs including job training, childcare or after-school programs. However, the exact structure of the national partnership’s social service funding will be dependent upon the resources controlled by foundations or local government entities that become partners in the program. ■



*For more information, contact Marcie Cohen, AFL-CIO Housing Investment Trust, Washington, D.C. at (202) 331-8055 or email MCOHEN@aflcio-hit.com*

## Sources of Support: Raising Capital from Corporations

*Adapted from materials provided by Mary Ellen Hertzog of the Drueding Center, Project Rainbow, Philadelphia, PA*



**D**rueding Center's Project Rainbow, Philadelphia's oldest transitional housing program for homeless women with children, opened in 1987 with 20 family units in a renovated infirmary building. Ten years later, Drueding Center decided to expand the residential facility, childcare program and aftercare services for graduates. The Center had HUD funds and some local government commitments, but they needed to raise more than half of the \$2.3 million needed from private sources.

Drueding Center had never conducted a capital campaign and had a very modest annual fund solicitation process. To develop support, they decided to do one section quickly — the playground — and to use the ribbon cutting to interest future funding partners.

The Development Director reviewed their donor history and selected prospects who were past donors to Project Rainbow. The list included community volunteers, contributors, and those supportive of similar programs in the region for homeless, children's, or women's services. Three of the six chosen were major companies, including Philadelphia Newspapers, Inc. (PNI) and Prudential Insurance Company of America.

For each prospect, the Director wrote a report on what had been happening at Project Rainbow in recent years, specifically noting how each donor's contribu-

tions had been used and explaining the center's plans for the future. She made an appointment to meet each prospect in his/her office to deliver the report. She took advantage of these meetings to give an update, listen to their interest in the proposed project, elicit input on what type and size of proposal they might entertain, and schedule a site visit. Within one month, the Director had prepared individualized proposals based on the corporate representative's advice.

The corporate representative became an ally in "selling" the project to their trustees. The representative's role was especially important with PNI. Although Philadelphia Newspapers is local, it is part of the Knight/Ridder group, and their foundation is national. Drueding Center's proposal was first presented by their local representative to the local PNI editorial board, and then it was presented to the trustees of the John S. and James L. Knight Foundation in Miami. The trustees in Miami awarded \$75,000.

Prudential was key to the playground effort in three ways — as a funder, as a liaison to other supporters, and as a provider of volunteer labor. Prudential works closely with KaBOOM!, a national organization that helps community groups build playgrounds in depressed areas with the help of a volunteer workforce. Drueding Center planned the playground building day to coincide with

Prudential's Global Volunteer Day in 1998. More than 260 volunteers from Prudential, Holy Redeemer Health System, Drueding Center's Project Rainbow staff, and residents, graduates, and neighbors worked to build a playground and garden on the open lot.

The relationship between each corporation and Drueding Center's Project Rainbow continues to flourish. Corporations select Drueding Center as their project for the United Way Day of Caring or a 'One and Done' type of volunteer experience for their employees. After these experiences, many volunteers continue to offer their time as individuals.

The following are some strategies to remember in developing relationships with corporations:

- Select corporate partners for their demonstrated investment in similar programs or projects.
- Share full information on your agency's plans for the future.
- Keep your funding partners informed as the project progresses. This keeps momentum going and motivation for funding high.
- Recognize your donors. Share a memento from the event, such as a photograph or plaque for their office, to enhance your working relationship. ■

*For more information, call Mary Ellen Herzog at (713) 222-0290 or email [mherzog@holyredeemer.com](mailto:mherzog@holyredeemer.com)*





# TOOLS

## How to Strengthen Your Foundation Request

Every foundation wants to be assured of certain things before they commit their funds. You can strengthen your application or approach by anticipating and responding to the following key things in your proposal:

### **Commitment to the Project:**

Demonstrate that you are going to do the project even without their participation. This is evidenced by your strategic plan, your long-term budget and by having commitments from other funders.

### **Mission of Organization:**

A foundation wants to see that what you propose fits with your organizational mission. Be able to state your mission and how this project fits it. This helps the foundation know that you are not just chasing funding.

### **Approaching all Sources:**

Foundations see their role as filling in the gaps of government funding. Show them that you have approached other options first and are coming to them for the remaining piece.

### **Demonstrated Capability:**

All funders want to know that your organization has the ability to do what you are proposing. Be specific — what have you done before? What were your results? What expertise do your staff, consultants, and board members bring? If you haven't done something exactly like this before, make the case for why your experience fits what you now propose to do.

### **Well-Written Proposal:**

While it should go without saying, make sure that your proposal is clear, concise and well-written. The quality is critical to how your application is viewed.

### **Financial Health:**

A foundation wants to know that you are cost-efficient, that you can properly administer the funds you will be given and

that your organization will be around in the future. Provide them with current audits and be prepared to field questions about your financial status.

### **Expert, Well-Trained Staff:**

Your staff are the public representation of your agency and the ones who will carry out your proposal. Let the foundation know their expertise and the training they come with or receive from you. Identify staff who will interact with the foundation who can properly answer questions about the proposal.

### **Board Diversity and Expertise:**

A foundation expects your board to bring resources to your organization and to reflect the population served by the agency. Tell the foundation what expertise and contributions your board makes, and outline the diversity of its members.

### **Strong Evaluation/Outcomes:**

How do you know your organization is effective and how will the foundation know that their money was well-spent? Describe how you measure your effectiveness and your results. Data that demonstrate your success will help you stand out among your competition.

### **Collaboration:**

Because foundations can't fund everyone, oftentimes collaborations enable them to have a larger impact. Foundations want to use their resources efficiently and ensure that they are not funding duplicate services. They may be funding other organizations like yours in your community to do things related to your mission. Show them you know who your appropriate partners are and that you are working together with others to both meet the needs of your clients and provide cost-effective programs.

*From the presentation by Joan Criswell, Robert R. McCormick Tribune Foundation, Chicago, IL. For more information, call (312) 222-4033 or email [rrmtf@tribune.com](mailto:rrmtf@tribune.com)*

## Sources of Support: Playing Ball with the Houston Astros

New Hope Housing, Inc. in Houston offers affordable housing in a supportive environment through its 130-unit Hamilton Street single room occupancy apartments (SRO). The facility is new construction and operates solely on rental income, which supports building operating costs and a long-term maintenance set-aside. The property carries no debt.

New Hope's faith-based board of directors decided that the only way the project would become a reality was to partner with the public and private sectors and the nonprofit Coalition for the Homeless of Houston/Harris County. New Hope raised \$1.25 million in private funds, and the first 43 units were built through a partnership with corporations, faith-based organizations, private foundations, and the Coalition for the Homeless of Houston/Harris County.

One of the key elements in New Hope's solid success is its unique partnership with Enron Field — Houston's \$248 million baseball stadium that opened in April 2000. When the ballpark was under consideration, New Hope's location just 100 feet from the 1.2 million square foot stadium loomed as a potential problem for the SRO. But New Hope had the support of the Mayor. "New Hope stays," said the Mayor.

Today, New Hope's location enables the SRO's residents to access full-time, part-time, and event-specific employment with the Houston Astros Baseball Club. The Astros recognize that a stable, dependable workforce is vital to the stadium's success, and the ball club eagerly sought this partnership with New Hope.

Partnering with Enron Field has enriched the lives of New Hope's residents both through job opportunities that are there for the taking and in other ways. The ballpark's construction by the Harris County-Houston Sports Authority includes beautiful trees and plants that are being planted around New Hope now. The SRO's access to satellite television is being facilitated by the ballpark for the benefit of residents. The Astros have donated to the residents' assistance fund for emergency loans, and free baseball hats, T-shirts, and tickets to the games are plentiful.

In addition to work at the ballpark, residents have many opportunities for work within New Hope. The entire staff is drawn from the resident population, providing valuable and transferable job experience/skills in property management, administration, maintenance, and landscaping duties. ■

*For more information, call Joy Horak-Brown at (713) 222-0290 or email [joy-nhh@neosoft.com](mailto:joy-nhh@neosoft.com)*

*From a presentation by  
Joy Horak-Brown of  
New Hope Housing, Inc.,  
Houston, TX*



## Sources of Support: Continuum of Care Homeless Assistance Programs

**T**he U.S. Department of Housing and Urban Development (HUD) administers three major homeless assistance programs that can be used to finance the development, operations and support services of transitional and permanent housing. The programs — Supportive Housing Program (SHP), Shelter Plus Care (S+C) and the Section 8 Moderate Rehabilitation Single Room Occupancy (SRO) — are funded through an annual competition under the umbrella name Continuum of Care.

The Continuum of Care refers not only to the combined competitive programs, but more importantly to a comprehensive approach in which communities investigate and respond to the different needs of homeless individuals and families through a community-based planning process. A Continuum of Care system provides a balance of emergency, transitional and permanent housing and services that address the needs of homeless persons so that they can make the critical transition from the streets to jobs and independent living.

In recent years, the national competition has been structured to encourage the development of new permanent supportive housing. Among the three competitive programs, the structure, eligible applicants and activities, match requirements and target population vary significantly, but all three can provide key resources for homeless housing.

- The Supportive Housing Program is designed to promote the development of housing and services to assist homeless individuals and families to greater self-sufficiency. Activities can include the development of new facilities, acquisition and rehab of existing housing, operations, and support services for homeless persons.
- The Shelter Plus Care Program provides funding for rental assistance for permanent housing, linked with support services funded by other resources, to homeless individuals who have disabilities (primarily serious mental illness, chronic substance abuse and/or disabilities resulting from HIV/AIDS) and their families. Rental assistance can be tenant-based or tied to a specific unit or building.
- The SRO program provides assistance to privately-owned rehabilitated Single Room Occupancy dwellings. Funds to public housing authorities enable them to make rental assistance payments on behalf of the homeless people who rent the units. Property owners must make a minimum investment of \$3,000 in rehabilitation per unit to qualify.

The chart on the following page gives information about each of the three programs. For more information on the Continuum of Care and HUD's homeless assistance programs, visit the HUD website at <http://www.hud.gov/cpd/homeless.html> ■

ELEMENT	SUPPORTIVE HOUSING	SHELTER PLUS CARE	SECTION 8 SRO
<b>Implementing Regulations</b>	24 CFR part 583	24 CFR part 582	24 CFR part 882
<b>Eligible Applicants</b>	<ul style="list-style-type: none"> <li>• States</li> <li>• Units of general local government</li> <li>• Special purpose units of government such as public housing agencies (PHAs)</li> <li>• Private nonprofit organizations</li> <li>• CMHCs that are public nonprofit organizations</li> </ul>	<ul style="list-style-type: none"> <li>• States</li> <li>• Units of general local government</li> <li>• PHAs</li> </ul>	<ul style="list-style-type: none"> <li>• PHAs</li> <li>• Private nonprofit organizations</li> </ul>
<b>Eligible Components</b>	<ul style="list-style-type: none"> <li>• Transitional Housing</li> <li>• Permanent housing for disabled persons only</li> <li>• Supportive services not in conjunction with supportive housing</li> <li>• Safe havens</li> <li>• Innovative supportive housing</li> </ul>	<ul style="list-style-type: none"> <li>• Tenant based</li> <li>• Sponsor based</li> <li>• Project based</li> <li>• SRO based</li> </ul>	<ul style="list-style-type: none"> <li>• SRO Housing</li> </ul>
<b>Eligible Activities</b>	<ul style="list-style-type: none"> <li>• Acquisition</li> <li>• Rehabilitation</li> <li>• New construction</li> <li>• Leasing</li> <li>• Operating costs</li> <li>• Supportive services</li> </ul>	<ul style="list-style-type: none"> <li>• Rental Assistance</li> </ul>	<ul style="list-style-type: none"> <li>• Rental Assistance</li> </ul>
<b>Eligible Populations</b>	<ul style="list-style-type: none"> <li>• Homeless persons</li> </ul>	<ul style="list-style-type: none"> <li>• Homeless disabled individuals</li> <li>• Homeless disabled individuals and their families</li> </ul>	<ul style="list-style-type: none"> <li>• Homeless individuals</li> <li>• Section 8-eligible current occupants</li> </ul>
<b>Populations Given Special Considerations</b>	<ul style="list-style-type: none"> <li>• Homeless persons with disabilities</li> <li>• Homeless families with children</li> </ul>	Homeless persons who: <ul style="list-style-type: none"> <li>• are seriously mentally ill</li> <li>• have chronic problems with alcohol and/or drugs</li> <li>• have AIDS and related diseases</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>
<b>Initial Term of Assistance</b>	<ul style="list-style-type: none"> <li>• 3 years</li> </ul>	<ul style="list-style-type: none"> <li>• 5 years: TRA, SRA, and PRA if no rehabilitation</li> <li>• 10 years: SRO and PRA with rehabilitation</li> </ul>	<ul style="list-style-type: none"> <li>• 10 years</li> </ul>
<b>Match</b>	<ul style="list-style-type: none"> <li>• For acquisition, rehabilitation, and new construction, cash at \$1:\$1</li> <li>• For supportive services, cash at \$1:\$4</li> <li>• For operating costs, cash at \$1:\$3</li> </ul>	<ul style="list-style-type: none"> <li>• Rental assistance matched in the aggregate with supportive services</li> </ul>	<ul style="list-style-type: none"> <li>• N/A</li> </ul>



# TOOLS

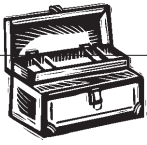
## The Art and Science of Winning Grants in the Public Sector

Government grants differ from foundation grants in some significant ways. Public agencies often have very rigid guidelines of eligible activities and costs. The application process is usually not open to negotiation and revision, so what you put on paper is critical.

Like so many things, good grant writing is the right combination of art and science. An application that is all science may be technically correct, but it will not stand out among dozens or hundreds of competitors. An application that is all art, on the other hand, may be attractive and enjoyable to read but may leave out key pieces of information. This list of tips lays out some of the key aspects of the science, as well as the art, of developing a winning public sector grant.

### SCIENCE

- **Learn all you can about the application process.** Call the listed contact person for information about resources, past grants funded and other materials to give you a sense of what they are looking for. If the agency is holding a “bidders conference” or informational session on the grant, be sure to attend, even if you have applied before. If you can meet individually with staff to discuss a proposal, or can submit a concept paper or draft for comments, do so!
- **Ensure that your project is eligible before you submit it.** If you believe that your agency or project may not meet the technical eligibility requirements but that an exception might be warranted, contact the agency in advance and make a request. If you are told that it is OK, get it in writing, or note in your proposal and cover letter with whom you spoke and why you believe your application is eligible.
- **Read the instructions through several times.** Create a “cheat sheet” or summary of the application for yourself that indicates in language you will understand exactly what is needed for each section. Use “stickies” to mark sections or key pieces of information so you can find them again quickly.
- **Use the questions or headings from the application in your response.** If the application asks you to describe the populations to be served and their unmet needs, title this section “The Populations to be Served and Their Unmet Needs.” Sometimes there are too many questions within a single section so that you can’t do this without titling each sentence. In this case, use the major headings but try to answer the subquestions in the order they are posed in the application. ***Never use numbers alone to indicate your responses.***
- **Answer every question.** Even if you believe your answers are redundant, do not assume that the reader has read the previous sections. Use the language of the application’s questions in your answer. If they say “Describe your residents,” use the term ‘residents’ in place of tenants, clients, etc.
- **Follow formatting instructions exactly.** If the application says “no attachments,” do not attach anything. If the application includes a page limit, do not exceed it. If the application includes a suggested page limit, try not to exceed it by more than one page. If the application includes a font specification, follow it.
- **Justify your budget.** If the application has a separate narrative to accompany the budget, describe the costs and how you determined them. If no separate section is asked for, incorporate the basics of the budget justification into your project narrative — don’t leave the reader guessing why something is so expensive or so cheap for you.
- **Be prepared to meet the deadline.** Deadlines for submitting public sector applications are usually not negotiable. Working backwards from the deadline, establish a timeline for each piece of the application: support letters in hand, first draft ready, exhibits or graphics ready, etc. Plan to finish early. Leave enough time for assembly: many public sector applications are complex and include several required attachments.



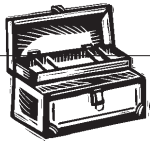
# TOOLS

## The Art and Science of Winning Grants in the Public Sector *cont.*

- **Double-check everything!!!** Read the proposal over after you have finished it. Do not rely solely on spell-check as it may change words or miss certain misspellings. If you make any changes while reading it, read it again — typos that end up in the final version often occur from correcting other mistakes at the last minute. Add up all the numbers in your budget or other numerical sections. Make sure all the exhibits and attachments are labeled, and that references to page numbers and figures in the text are correct. If you sent the application out for copying, review every page that comes back: awards can be lost because a page is missing, out of order, or illegible. Also, if sections are prepared by different people, make sure one person is responsible for pulling it all together.
- **Dress it up...a little.** Add photographs, graphics, or maps to illustrate what you are doing. Make them easy to understand and complementary to what you are saying. Avoid including graphics, maps, etc. that require readers to turn the document sideways or to unfold anything. Chances are they won't.
- **Acronyms are fine, but don't overdo it.** A good acronym may help the reader remember your project, but *don't force it*. A cumbersome acronym can be easily confused with another project, and a forced one is all too evident. Helping Others Unite for Shared Empowerment may spell HOUSE, but it sounds contrived and conveys little about the program. Also, be sure the message of the acronym is what you want to say — Greenville Residents Organized for Supportive Services does not make a good acronym.

### ART

- **Write to the criteria.** Generally an application includes a summary of the criteria and/or points that will be used to evaluate the proposals. Some sections or criteria are worth more than others. Ideally your project will meet all the criteria, but focus your proposal on those that carry the most weight in the evaluation.
- **Emphasize what is special or unique about your project.** When an unknown reader puts down your application, she should be left with a hook that helps her remember your project, even after she has read 50 others. Think about your proposal in terms of the reader finishing the sentence "I really liked the one with..." ("...the organic garden, the collaboration with the library, the Rewards Account for successful participants...")
- **Summarize information in a chart or graph.** Be careful, however, not to put in too much information and not to put anything critical to the application in a figure that does not also appear in the narrative. While charts and graphs add to the attractiveness and readability of a proposal, they will often be skimmed or skipped altogether in the review process.
- **Don't try to be too cute.** While a hook is good, too many bells and whistles look like what they are — bells and whistles. Your project must have substance. Writing that makes a project easier to grasp and exciting to the reader cannot hide the lack of a good program behind it.
- **Demonstrate breadth over depth of your community support.** Some agencies require letters of support or leveraging. If these are required, get a variety from a range of individuals and organizations and include the originals on their letterhead, not copies or faxes. If letters aren't required but are allowed, pick three to five key supporters to include: recognized names or organizations are a plus. After that, it's overkill.
- **Get feedback.** Have someone who does not know the details of your operation read your application and give you feedback. Ask them to say back to you what the proposal is about. Have them finish the sentence "This project deserves to be funded because..." If they can't finish the sentence, rethink what you are proposing.



# TOOLS

## The Art and Science of Winning Grants in the Public Sector *cont.*

- **Use attachments thoughtfully and sparingly.** If you are allowed to attach additional information, pick a few strategic items to attach such as good press coverage, commendations, brochures and letters of support (see community support above). Do not attach things like your by-laws, audit, current contracts, or MOUs with other agencies *unless specifically asked for*. If you want the readers to know you are part of a collaborative or have other contracts with the city, say so in the narrative. Also, make sure the attachment is clear, readable, and not faded or poorly copied.
- **Submit the application in the most reader-friendly form possible.** If you can put the materials into an appropriately sized binder or report cover do so, but make sure

that it is easily disassembled. The agency may take it apart to copy or circulate certain sections — do not make this hard for them. *If the agency specifies how it wants applications submitted, do it that way, even if it is less aesthetically pleasing than what you would normally do.*

For a listing on federal grants and how to get them, see the Catalogue of Federal Domestic Assistance web page, [www.cfda.gov](http://www.cfda.gov). For good links to proposal tips and government grant sources, see [www.proposalwriter.com](http://www.proposalwriter.com).

*For more information call Katharine Gale at (510) 883-0480 or email [Katharine@kgaleconsulting.com](mailto:Katharine@kgaleconsulting.com)*



## Sources of Support:

### The Chamber of Commerce Provides the Match

In 1987, when Central City Concern in Portland, Oregon received its first Supportive Housing Program transitional housing grant, they knew they were going to have to come up with a five-year operating match. Their new Shoreline Transitional Housing program was designed for single homeless individuals who had an employment need. The program was based on a “work first” model in which residents got support to find and maintain employment while in transitional housing.

The downtown area, where the project was located, had been the site of much debate over siting homeless housing and services. Many businesses were unhappy about the numbers of homeless people in the area. So Central City thought, why not go to the Chamber of Commerce with this model and show that we can make a difference? “It was the principal that mattered,” said Richard Harris, director. “People lying on the streets or with shopping carts are bad for business. We showed them that we all want the same thing — to get them into housing and jobs.”

The president of the Chamber was so convinced that he committed the Chamber’s members to providing the entire match — \$600,000 over five years. Central City gave presentations to the members, and the Chamber’s president convinced them to each pledge an annual amount to the “Homeless Action Fund.” In the end, 13 different businesses contributed. When a pledger was late in paying, the Chamber followed up and even twisted a few arms. Central City came to meetings annually to present on the progress and achievements of the project — more than 80% of the residents gained full-time employment.

In the end, Central City got about 95% of the pledges. Today, even though the pledge period is over, Central City still has relationships with many of the companies and goes to them for both ongoing support and special funding requests. ■

*For more information, call Richard Harris at (503) 294-1681 or email [richardh@transport.com](mailto:richardh@transport.com)*

*From information presented by Richard Harris of Central City Concern, Portland, OR*



## Sources of Support: Help for Homeless Veterans

A permanent housing program for formerly homeless veterans was announced on April 25, 2000 by Miss America 2000, Heather French. The program, titled “Remember Our Forgotten Heroes, Help for Homeless Veterans” will be administered by the National Coalition for Homeless Veterans (NCHV) and is a cooperative program with the Manufactured Housing Institute (MHI), Senco Fastening Systems, the Department of Veterans Affairs, and Miss America 2000 that will provide homes to formerly homeless veterans throughout the country.

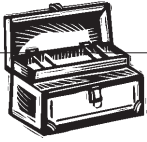
Homes will be both donated and sold by MHI member companies at a rate significantly below market for new homes. All homes will then be resold to veterans at

prices that reflect their income and ability to pay. Sale prices will never exceed the manufacturer’s cost plus installation costs.

Although this program is new, NCHV expects to develop additional partners and expand the program over the next 2-3 years.

The first home was presented in May 2000 in Cincinnati, the second in July in Houston, and the third in August in Buffalo. Production will be one a month for the balance of 2000, and during 2001 the expectation is to be able to provide 12-24 additional homes across the nation. ■

*For more information, contact Linda Boone, National Coalition for Homeless Veterans, Washington, D.C. at (202) 546-1969 or email [ndhv@ndhv.org](mailto:ndhv@ndhv.org)*



# TOOLS

## 10 Reasons Why Proposals Don't Get Funded

- Proposal does not make a compelling **need** argument or the project does not seem like a significant or appropriate way to respond to the described need
- Proposal appears “cookie cutter” and does not speak to the interests and focus of the funding source; proposed activities do not **fit** the funding source’s objectives
- Proposal lacks **specificity** about how project/activities will be carried out and who will do the work/manage the project
- Proposal has not been **coordinated** with other organizations or community representatives who provide related services
- End-users/consumers not **consulted** in planning the proposal or establishing goals and outcomes
- **Budgets** are unreasonable (too high or too low) or incomplete, or out of line with what funding source has available for similar projects
- Proposal does not adequately demonstrate organizational or collaborative **capacity** to carry out proposed project
- Evaluation or **outcomes** not specific enough or not tied closely enough to project goals and activities
- Proposal is poorly written, and/or does not follow prescribed **format**
- Proposal is sloppy or unprofessional in **appearance** (typos, missing or out of order pages, poor-quality copies, etc.)

*For more information, contact AIDS Housing of Washington at (206) 448-5242 or email [info@aidshousing.org](mailto:info@aidshousing.org)*

## Use Tax Credits to Create Homeless Housing

*By Betsy Lieberman of  
AIDS Housing of Washington,  
Seattle, WA*

**O**ur work as providers who serve homeless individuals and families is twofold: to sustain our excellent existing projects and to seek creative opportunities to increase housing options for the growing homeless population in this country. Traditional homeless funding streams, including the McKinney

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**Tax credits offer one of the best opportunities for funding the development of new permanent housing that targets low-income and special-needs individuals and families.**

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Act/Continuum of Care programs, HOPWA, HOME, and CDBG that until recently were reliable sources of development funding are now being used in most communities primarily to sustain existing programs. Homeless providers who are seeking new sources of funding for development projects may want to consider the Low Income Housing Tax Credit program (LIHTC). Tax credits offer one of the best opportunities for funding the development of new permanent housing that targets low-income and special-needs individuals and families. At the same time, low income housing tax credits are extremely profitable investments, and the investor (the purchaser of the tax credits) makes a return on their investment of between 14 and 19 percent.

The Low Income Housing Tax Credit program is a program of the Department of the Treasury, not Housing and Urban Development, and credits are allocated to each state based on its population. The program is administered in most states by the State Housing Finance Agency, which typically allocates its credits through an annual competition, though some of the more populous states run multiple processes in a year. Both for-profit and nonprofit developers may apply.

Eligible projects can combine both residential and commercial uses, but only the residential portion is eligible for low income housing tax credits. Tax credits are available only for rental units whose tenants have incomes at or below 60% of area median income. The development may be new construction or acquisition and rehabilitation and may target family, elderly, special-needs, SRO or assisted living residents. In addition, tax credit projects may be single-site or scattered-sites.

When a developer receives an award of low income housing tax credits, they then sell these credits to an investor(s) who can take advantage of the credits to reduce their federal income tax liability. In exchange for these credits, which the investor uses over a fifteen-year period, the developer receives a sum of money up-front that can be used for developing affordable housing.

The amount of financing that can be raised through the sale of tax credits is determined principally by the project's "eligible tax credit basis."

Determining a project's eligible basis involves a number of judgement calls, but as a general rule it includes most construction and pre-development costs except for land (and building) acquisition, permanent financing and syndication costs, historic tax credits taken, federal grants, non-residential and non-low-income portions of the project, reserves, and post-construction activities.

Developing an LIHTC-funded project is extremely technical and requires experienced consultants and/or partners. However, homeless providers developing permanent housing are often quite competitive in the application process because most states give additional points in the ranking process to projects that serve homeless, low-income and/or disabled clients. Unlike many HUD programs, these funds are not totally tapped out. They are renewed every year and can be used only for housing development. Further,

the financing derived from this source can easily encompass most of the total development costs, leaving a financing gap that can typically be filled with state, local and private funds.

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**A good tax credit consultant or a housing developer experienced with the LIHTC program will be able to assist you . . .**

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It is possible to use tax credits in conjunction with a number of HUD programs, but there are regulations that govern the co-mingling of certain funding sources as well as implications for the tax credit investor(s) which must be considered. Further, to ensure the long-term viability of a project targeting extremely low-income and/or special-needs populations, capitalized reserves need to be created or additional operational subsidies must be secured. A good tax credit consultant or a housing developer experienced with the LIHTC program will be able to assist you to appropriately categorize costs and identify additional potential funding sources for both development and operational activities.

A good rule of thumb is that a project should be a minimum of 20–25 units to be able to justify the transaction costs incurred using the tax credit program. (Transaction costs include primarily the legal and accounting assistance required to complete a tax credit project.) Tax credits can be used to develop a project in which the whole building is dedicated solely to homeless/special-needs populations, or the credits can be utilized as a mechanism to finance the setting aside of a certain number of units for homeless individuals or families within a larger mixed-population building or scattered-site development.

Both strategies work to increase housing for this population, but the key is that there needs to be a dedicated project-based operating subsidy to make the development underwritable (financially feasible

in the tax credit world) and to successfully serve its very low-income tenants. The operating subsidy can come in many forms — project-based Section 8's, project- or sponsor-based Shelter Plus Care, HOPWA, HOME, private fundraising — but it must be tied to the project and committed for at least ten years. Tenant-based Section 8's would provide the appropriate subsidy, but they are not dedicated to a building and, therefore, will not work in this scenario.

Project-based subsidies can be secured through a range of federal programs administered locally like HOPWA and HOME, or directly from HUD for rehabilitation projects using the SRO program through the annual Continuum of Care competition. The SRO program requires that there be a minimum of \$3,000 spent per unit in rehabilitation. Another potential source for project-based Section 8's is local housing authorities. Housing authorities doing HOPE VI projects may have Section 8's that they can use for replacement units, and they may be willing to create some set-asides that are project-based in a building serving very low-income tenants. Also, housing authorities that have special allocations of Section 8's for people with disabilities may be willing to “project base” some of these vouchers. These Section 8's may be used for people with HIV/AIDS, chronic mental illness, developmental disabilities, or physical disabilities.

In order to be competitive to receive tax credits, a project needs to have site control on either an empty lot or an existing building. It must also have a clearly defined target population(s), and it must be a financially viable project from both the development and operating perspectives. Each state develops its own cost-per-unit-limits for LIHTC projects. However, it is typically only in those communities that have very high real estate costs that the cost of the land or existing structure will cause a project to exceed the state's cost caps.

Once the project receives its tax credit allocation, the project sponsor creates a

separate partnership to be the legal owner and developer of the housing. This new entity has the responsibility to sell the tax credits to an investor or investor group. There is a wide range of purchasers of tax credits, including banks, corporations, insurance companies, investment groups, and tax credit funds like the Enterprise Social Investment Corporation (ESIC) and the National Equity Fund (NEF). ESIC was established by the Enterprise Foundation and NEF by the Local Initiatives Service Corporation (LISC). Both have as their mission assisting organizations that promote housing, community and economic development.

For every dollar's worth of tax credit allocation that a project receives and sells to an investor, the partnership gets paid between \$.65 and \$.85. The sale of the tax credits generally provides a large portion of the development (construction) costs and, if negotiated aggressively, can also fund capitalized service and operating reserves. Part of the negotiations that determine how much an investor pays for its tax credits is the timing of payments. In most cases, the developer will have to get a bridge loan from some other source to cover the costs of construction. Only after the building is completed and the certificate of occupancy is received will the partnership receive the bulk of the investor's payment. The exact timing of payments will be clearly spelled out in the legal agreement with the investor.

The investor, as well as other public funders, will set minimum funding levels that are required for operating reserve accounts. Many reserve accounts will require an initial contribution as well as incremental annual payments. In projects for homeless or special-needs populations, it is critical to also fund a capitalized serv-

ice reserve in case annual support service funding declines or is eliminated.

Once created and funded, the LIHTC partnership exists for fifteen years. At the end of fifteen years, the partnership is dissolved and building ownership reverts to the developer. Most projects developed to serve very low-income populations will have used other federal or local funds that have use restrictions that extend beyond the fifteen-year tax credit period, however, often stretching to forty or even eighty years. Therefore, it is critical that the developer have a strategy for sustaining the project's affordability for its target population(s) beyond the tax credit period.

With limited availability of funds for new construction and rehabilitation through HUD programs, the LIHTC program can be a core source of permanent housing in every community. However, many homeless service providers have neither the mission nor the organizational capacity to develop such a financially complex project on their own. In some cases, facilitating the set-aside of a few "homeless" or "special-needs" units in a larger project serving a broad base of low- to moderate-income households may be the best method for utilizing these funds. You can contact your state's housing finance agency to find out who the LIHTC developers are in your city/region. Bone up a little on LIHTC and go talk to them. Seek ways to collaborate on a first project and increase your expertise along the way. The only way to make the LIHTC program work for you and the people you serve is to use it. ■

*For more information, call Betsy Lieberman or Donald Chamberlain of AIDS Housing of Washington, Seattle, WA at (206) 448-5242, or email [info@aidshousing.org](mailto:info@aidshousing.org)*

## The Lyon Building: A Tax Credit Project for Homeless Individuals

In September 1998, AIDS Housing of Washington (AHW) in Seattle opened the Lyon Building, sixty-four apartments for individuals living with HIV/AIDS who also have histories of homelessness, mental illness and substance abuse. The project was the result of two and a half years of planning and construction, and a significant contribution of tax credit financing.

In early 1996, AHW convened a planning group which comprised other AIDS and homeless providers, case managers and consumer representatives in King County, WA. This group identified a critical need for permanent supportive housing for single adults living with HIV/AIDS who also have histories of mental illness, chemical addiction and homelessness. These are individuals who have failed in other housing situations, and more than likely have burned bridges with several housing providers in the community.

Determining the optimal number of units to develop involved a complex process of balancing total need against the realities of running and funding a service-enriched housing program for this challenging population. AHW, the developer, and Downtown Emergency Service Center (DESC), its operating partner, had to keep in mind both their optimal staffing and service plans for residents and the limits of known available funding sources for program operations and support service delivery. In the end, the final design of 64 apartments on the upper five floors with common space and retail tenants on the ground floor, was determined by balancing three factors: project viability based on allowable rents and projected subsidies, AHW's commitment to creating large studio and one-bedroom units, and the size and layout of the building purchased for rehabilitation, an 85-year-old office building in downtown Seattle.

AIDS Housing of Washington sought

funding through low income housing and historic tax credits for several reasons: they were eager to gain experience in tax credit financing, the scale of the building was appropriate (greater than 25 units) as was the housing type (permanent housing with limited on-site services), Washington State offers bonus points for serving both very low-income and special needs populations, and other state and local sources of development funding were already in great demand. The \$4.37 million AHW raised in tax credit proceeds represented 46% of the total project budget of \$9.4 million. Additional funding sources included: \$1.7 million from Seattle's Special Needs Housing Levy, \$1.0 million from the State Housing Trust Fund, \$.96 million from Seattle's formula allocation of Housing Opportunities for Persons with AIDS (HOPWA) funds, \$400,000 from HUD's Supportive Housing Program, and nearly \$1 million in corporate and private contributions. Some of the challenges the developer faced included responding to concerns raised by the neighborhood council about the perceived risks of housing this population, negotiating with neighborhood groups to determine the types of businesses that would be acceptable in the retail portion of the property, balancing historic preservation and energy conservation concerns, and capitalizing adequate reserves for operations and services.

The deal worked because both state and local funders agreed to increasing the development budget so that service reserves could be funded with tax credit proceeds. In addition, AHW secured \$1 million in McKinney Act funds for three years of 24-hour residential support staffing in the building. An evaluation of the first two years of Lyon Building operations revealed that the single greatest factor impacting tenants' housing stability is active engagement with community-based case managers. ■



## Scattered-Site or Clustered Housing Financed by Tax Credit Proceeds

Through surveying persons living with HIV/AIDS in King County, WA and interviewing housing and service providers, AIDS Housing of Washington (AHW) discovered that there is very little interest on the part of consumers in living in a building that is identified in the community as “AIDS housing.” Since 1998, therefore, all of AHW’s development efforts have been directed towards a variety of methods of securing scattered-site and clustered permanent independent housing units for individuals and families living with HIV/AIDS, both in Seattle and throughout King County.

AHW has shifted its role more towards that of facilitator rather than developer. By working closely with affordable housing developers with projects in the pipeline, AHW has been able to secure four- and six-unit set-asides for tenant households living with HIV/AIDS in larger tax credit-funded developments.

There are several advantages to creating these scattered-site or clustered units. First, as noted above, they are the first choice among AIDS housing consumers, particularly for families. Also by creating a small number of units in many projects, the housing can be easily dispersed throughout the city and county, rather than concentrated in a few AIDS-specific buildings. Second, the burden on AIDS Housing of Washington is significantly reduced. The affordable housing developer manages all aspects of the development and operations of the building.

Furthermore, by working with developers who already have projects in the pipeline, AHW is able to bring these units “on line” more quickly than if they had to develop them themselves. Finally, by housing this tenant population the developer is eligible for bonus points in the highly competitive tax-credit application process, thereby enhancing the likelihood of receiving an award. AHW also assists the developer to access disabled populations, secure resources for the development in the form of rental subsidies, and link the project to community-based referral and support services that help assure appropriate and stable tenants.

On behalf of the project’s developer, AHW applies for capital funding from Seattle’s annual HOPWA allocation. Because tax credit projects are accountable primarily to the investor(s), the developer must demonstrate financial viability throughout the tax credit period. The HOPWA funds are used to supplement tenants’ rental payments over the fifteen-year tax credit period (or longer). This model creates, in effect, a project-based rental subsidy, but the total estimated subsidy needed for the full fifteen years is obligated up-front during the development process. In general, tax-credit projects serve tenant households with incomes of between 50 – 60 percent of area median. The rents for the AIDS housing units are subsidized down to approximately 14 percent of median, and are thereby affordable to tenants who are

disabled with HIV/AIDS and living on Supplemental Security Income (SSI), less than \$600 per month in most states.

The Northwest AIDS Foundation maintains all the waiting lists for independent housing options in the county, screens tenants, assists with referrals and move-ins, and provides linkages to community-based case management services. The nonprofit developer provides all of the property management services, and tenants are integrated into the broader community.

In creating this model, AHW had to work closely with HUD's Office of HIV/AIDS Housing and the Department of the Treasury to obtain a waiver that allows HOPWA funds to be obligated by a local jurisdiction for more than three years and to make those funds combinable with the tax credit funds. To assist the developer in its tax-credit compliance, it is crucial that an organized and efficient placement process for tenants is in place. This helps to assure that only those tenants who are truly able to live independently without on-site services are referred and that vacant units can turn over within thirty days.

After completing two projects totaling ten units, AHW, the City of Seattle Department of Housing, the affordable housing developers, and tenants all agree that this is a more efficient and effective mechanism for increasing access to permanent housing for very low-income and special-needs populations. It required a tremendous amount of persistence and patience to work through all the financing details, obtain the waivers, and secure the buy-in of the investors. But all parties are eager for more opportunities to complete additional deals such as these. ■



# Putting Up *the Building*

**T**he primary focus of the Regional Conferences was how to expand the amount of housing available and appropriate for homeless and formerly homeless people. While there are strategies to use existing housing in the community, some of which are also presented here, ultimately it will fall to many communities and organizations to develop more housing in order to house homeless people. And developing housing is a complicated and often lengthy process, requiring expertise and effort in quite a few areas.

In the following pages, contributors provide guidance on some of the key areas of development, including design, siting and zoning, community acceptance, and construction. Whether presented as a description of a process, a tool for your own use, or a story about their experience, the contributors have gleaned some general lessons that you can follow to make your own development journey smoother. ■





# TOOLS

## Ten Things to Consider about Operations when Designing Housing for Homeless People

*Used with permission from the Center for Urban Community Services (CUCS), New York, NY*

1. A successful housing project for homeless people requires that the Project Development Team include senior-level personnel with knowledge of both operations and support services delivery. These individuals should be involved from “Day One” of the development process.
2. Often, a developer may be considering funding streams that provide operating/support services in exchange for serving special needs populations. Integrated or mixed tenancies that serve a variety of populations are usually preferred for permanent housing. However, the mix of groups is a critical decision, and human service professionals should be involved in it. Generally, it is advised that no group comprise more than 30% of the total building tenancy, and that the populations mixed should be compatible.
3. Various funding streams for operating and support services have different regulations and reporting requirements. It is important to determine whether these different requirements will be in conflict with one another or program goals and to negotiate these issues with funders from the start.
4. Safety is key in effectively housing homeless people. The operating budget will need to adequately cover security costs. In many urban areas, 24-hour front desk coverage is needed to ensure the safety of the residents. Additionally, video cameras may be useful. These costs need to be reflected in the operating budget. Support service staff usually need to provide 24-hour beeper coverage regardless of the size or location of the project. Engaging tenants in ensuring building safety should be part of the ongoing work of both social services and property management staff.
5. It is usually wiser to invest more in quality building systems up front rather than pay for them along the way in repair costs. Housing people who have been homeless can challenge the limits of any building system, particularly plumbing, walls, floors etc.
6. In the physical design of projects, shared facilities (such as kitchens and baths) may be cheaper up front but can be expensive in the long run — both from a maintenance as well as a conflict mediation perspective. Additionally, in permanent housing, residents consistently prefer private facilities.
7. Many transitional housing programs require that residents share bathrooms and kitchens. This will mean that the facilities will need to be cleaned throughout the day and the maintenance budget will need to prepare for these costs. Additionally, staff will need to spend time negotiating use by residents and managing conflicts that will inevitably erupt.
8. There should be adequate office space for both property management and support service staff. This should include space for one-on-one interviews as well as group meetings of 10-15. Ideally, there should be one space in the building large enough to accommodate all tenants as well as staff. A variety of common spaces ranging from small to large is preferred.
9. Social services staff should be located in areas where they can meet and interact with tenants informally, casually and regularly. This may include the building lobby, the laundry room, and activity spaces such as common lounges and physical fitness centers. It is also important to remember that tenants prefer staff offices to be “tucked away” and not immediately obvious to guests and visitors.
10. Effectively helping homeless people to achieve self-sufficiency requires attention to employment issues. Housing projects can provide many opportunities for tenant employment in a variety of areas. These should be included when developing the social services and management plans. ■

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## Design for Everyone

**W**hen you develop a new building, you are designing space that you and others will live with for years to come, so it's important to try to meet the needs of all the people who will use the structure. That's what Calcutta House, an 18-room supportive residential facility, did when it got a HOPWA Special Projects of National Significance grant to develop a new homelike setting to serve the most fragile men and women with AIDS in Philadelphia.

In keeping with its mission — to provide support toward self-empowerment to live, rather than give up on life — Calcutta House wanted to involve everyone in the design of the new facility. The architects planned focus groups with residents, staff, residents' relatives and friends, and volunteers. By holding separate meetings, participants were given the opportunity to express their desires among peers without having to feel self-conscious or overshadowed by others who they may have perceived as filling a more prominent role in the project.

Since the program was also moving from one site to another, each group was asked what they wanted to preserve about the old site and what new features were important to them. The architect had a set of note cards for each room or space and noted all comments on the appropriate card. Each group wanted to preserve the homelike environment and avoid an institutional feel; however, the four groups had varying concerns that emerged in the meetings.

**Staff:** Staff concerns tended to focus on how the space could improve their work professionally and provide for appropriate care. They emphasized the need for a workstation on every resident floor with locked cabinets for medication and resident files. Among their suggestions for improving resident care were sinks in every room, storage space on every floor, adequate elec-

trical outlets in every room, and a pantry on each floor to reheat and serve meals. They also requested a staff/guest restroom and a place to put their personal belongings.

**Family and Friends:** In general, family and friends sought an environment where they could comfortably visit, both when the resident was ambulatory and when he/she was ill. Among their specific suggestions for the new building were small, intimate spaces in which to have a visit or a meal together, a porch with tables and chairs for cook-outs, private bedrooms, and a recliner in each bedroom for overnight visitors.

**Volunteers:** Volunteers stated that to continue to attract and retain volunteers, it was critical that they feel comfortable in the new work environment. They requested a clearly defined office area for administrative staff and volunteers, and spaces for recreational activities for the residents. They also recommended that donated artwork be displayed throughout the building to provide warmth and a way for others to show their concern for the residents.

**Residents:** Because many residents at the existing facility were acutely ill, resident focus groups were not possible. However, the director of Calcutta House and members of her development team were able to visit other similar facilities in the state and gather information from individuals residing there that was helpful to design decisions. This information included the need for private rooms and baths (at least a toilet and sink for each room), a designated smoking area for residents, and telephone and cable TV hook-ups in each resident's room.

The accumulated information from the focus groups and site visits played a significant role in the final facility design. Not all desires were able to be accommodated due to space limitations or financial constraints. For example, they were unable to

*Adapted from materials by Diane Myers of Diane T. Myers and Associates and Steve Peura of Calcutta House, Philadelphia, PA*

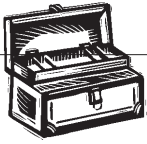


provide a pantry area on each floor for reheating meals. Most of the “wish list” items, however, were incorporated into the facility design, including nursing space on each floor and private bedrooms, each equipped with a toilet, sink, and telephone. Volunteers and administrative staff have their own workspaces, including private lockers to store their belongings. There are large community spaces as well as an intimate “quiet room” to accommodate visits with family and friends.

The space is truly a comfortable residential space, but also fully handicapped-accessible and with well-placed workstations and supply areas to accommodate all levels of nursing and health care required. The interactive design process led to developing a building that functions well for all who live, work and visit there. ■

*For more information, call Diane Myers at (215) 576-7970 or Steve Peura at (215) 684-0480 or email [smpeura@calcuttahouse.org](mailto:smpeura@calcuttahouse.org)*





# TOOLS

## Considering Accessibility in Design

*Excerpted and adapted from an article in Opening Doors, Issue 10, June 2000*

Accessibility is a big concern among developers of housing for homeless people. The Americans with Disabilities Act and other federal and local laws require that 5%–10% of housing units be fully accessible. Some developers have found this to be complex and/or costly, especially in rehabilitation projects. Often this is because accessibility needs were an afterthought once designs were done, rather than an integral feature of the design process.

Disability advocates encourage housing developers and builders to build more homes with adaptable features or within the framework of universal design. By incorporating such features as wider doorways or lower light switches in the original building design, the housing becomes marketable and useable by all people, including people with disabilities without an added cost. Below is a list of commonly used terms.

**Accessible** Accessible features are permanently fixed in place and noticeable. An accessible housing unit might include items such as wide doors, lower countertop segments, or grab bars in the bathroom, for example.

**Adaptable** Adaptable features are those that can be adjusted in a short time by unskilled labor without involving structural or material changes. Adaptable units look the same as other units in the building except that accessible features can be easily added to match an individual's needs. Examples of adaptable features include counter tops or closet rods that are supported by adjustable supports rather than built into the wall at a fixed level.

**Assistive Technology** Assistive Technology includes devices for personal use created specifically to enhance the physical, sensory, and cognitive abilities of people with disabilities and to help them function more independently. Examples of assistive technology include flashing doorbells or TTY technology for people with auditory impairments.

**Rehabilitation Engineering** Rehabilitation Engineering is the science and study of applying scientific principles and engineering methodologies to addressing the mobility, communication, and transportation needs of people with disabilities.

**Universal Design** Universal design incorporates the characteristics necessary for people with physical limitations into the design of common products and building spaces, making them easier and safer for everyone to use and more widely marketable and profitable. An example of universal design is the use of lever handles on doors. As opposed to doorknobs which can be difficult for people with limited use of their hands, lever handles are usable by all people.

**Visitability** Visitability refers to homes designed to meet the accessibility needs of both its residents and any anticipated guests with disabilities. Bathrooms and doors wide enough to accommodate wheelchair users is an example of a visitable feature. These features make the home visitable to guests with disabilities while also allowing the resident to stay in the home over time as the resident's physical needs change. ■

## Two Strategies to Finish – and Furnish – Your Project

*From a presentation by Richard Harris of Central City Concern, Portland, OR, and Lyle Foster of CEDA, Chicago, IL*

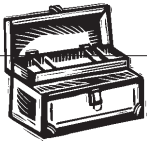


**H**ow can you get professional decorators to design the interiors of your next project for free? Central City Concern in Portland got their local association of designers to help them with Rosemont, their new 45-unit AIDS residence. Thirty different designers each adopted one or more apartments, and encouraged their clients who were redecorating to donate used furniture. The designers put in furnishings, many repainted all or part of the unit, and some of them added curtains, fixtures and even tile. The designers got publicity, Central City furnished the entire building, and the tenants were able to choose from the apartments the one that suited their tastes' best.

In Chicago, the Community and Economic Development Association (CEDA) did something similar in their neighborhood. They had the contractor

take the rehabilitation of their new facility through the structural stage but left off the finishes. Then CEDA placed each of the nine apartments in its project in the hands of a group of well-wishers. An Eagle Scout adopted one, a church another, and a group of women from the neighborhood took a third. The individuals and groups did all the finish work: paint, tile and some fixtures. It became an informal, good-natured competition within the community, and many of the units ended up with furniture, curtains, and even a full set of dishes! Today, the neighbors continue to take an interest in the well-being of the project and the family living in "their" unit. ■

*For more information, call Richard Harris at (503) 294-1681 or email [richardh@transport.com](mailto:richardh@transport.com), or call Lyle Foster at (312) 795-8989*



# TOOLS

## STEPS IN THE DEVELOPMENT PROCESS

### Finding the Right Site

*This list was adapted from materials provided by: Ralph Cooper, Veterans Benefit Clearinghouse / Rusty Lawrence, Urban Housing Solutions / Lorri Mills, Progressive Redevelopment, Inc / Irmi Gaut, City Missions*

Choosing the right site will have a significant impact on the cost and difficulty of the project in the short-run and the location and building will affect you and the project's residents for decades to come.

- Complete a detailed program plan for your project prior to selecting a site or hiring an architect.
- Determine spatial requirements based on a variety of factors, including number and type of special-needs population to be housed, the kinds and frequency of services and activities to be conducted on site, and the potential for program growth and/or change.
- Involve residents, partners, and other key stakeholders in developing the program plan and spatial requirements.
- Look at several buildings that may be possibilities, *but* try limit your search to:
  - sites located near amenities your residents will need such as transportation, shopping, jobs, services and schools.
  - sites that can wait up to a year prior to purchase since funds for early acquisition are scarce and acquisition of property prior to securing development funds is speculative.
- Consider adaptive reuse of commercial buildings or abandoned property.

- Know how the building or site you are considering is zoned. If it is not zoned for your use, you may need a variance or rezoning, which can lead to increased community opposition.
- Know the specifics of the building sites you are considering in terms of their impact on development time and cost.
  - Is the building occupied? If so, you will probably have to comply with the Uniform Relocation Act which may require significant payments to move people.
  - Buildings that are on a historic registry will have greater restrictions on what can be done to them and may cost more to develop.
  - A building or site that has an environmental issue may require mitigation that is complex and costly.
- Prior to entering into agreements to purchase property, conduct a feasibility analysis including:
  - property review by architect and structural engineer
  - financial review by project manager or consultant
  - zoning review by attorney
  - discussions with local officials

*See list of contributors in resource section for contact information.*



## Clearing the Community Acceptance Hurdle

Regardless of design, size or type of housing proposed, gaining approval from local jurisdictions and garnering the support of neighbors and community members are critical to the successful development of special needs housing and the integration of its residents into the mainstream community. Unfortunately, for most Americans, homelessness carries a stigma; even worse are the prejudices we've learned in our society against people who are living with HIV/AIDS, have mental health or developmental disabilities, or have histories of chemical addiction, domestic violence or incarceration. Many of our neighbors feel scared when faced with people who look or act or sound different from themselves. These are the people we work with, the families and individuals we're helping to set back on their feet, the lives we're hoping to rebuild.

One of the experts referenced in this section proposed that the best strategy for providers gaining community acceptance is to budget up-front the money they MIGHT end up spending in costly legal battles later on and use it to develop a proactive community-wide plan. Experience shows it really doesn't work to try to sneak a development in and deal with the fallout

after the fact. It sets a negative tone, leads to bad feelings, may impact future fund raising activities, causes distrust of the developer, and even puts some burden on the future residents who will have to fight through lingering resentments to become integrated in the neighborhood.

Nothing works better in selling a proposed project than highlighting current and past successes. Showing the faces of successful tenants, demonstrating the positive impacts in neighborhood enhancement of the newly constructed or renovated facilities, and discussing the support of and linkages to other respected community institutions are the best means for making the case. Success breeds success.

At every conference, attendees both posed challenging detailed questions on how to handle siting concerns and offered tips and stories of success in the face of vocal opposition. The following tools offer straightforward and easy-to-follow guidance for designing successful campaigns to gain community acceptance. Know your community, identify resources, anticipate challenges, develop clear strategies, build relationships, count on friends and allies, and start early. You'll win! ■

## Strategies for Getting Local Government Approvals

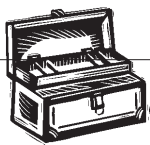
Community opposition continues to plague proposals for new housing and services for low-income people. While every local opposition conflict is different and there are no ‘silver bullets,’ this page presents a proactive and collaborative approach that has been successfully used in the San Francisco Bay Area over the last several years to get needed local government approvals.

In a nutshell, the approach consists of six steps:

1. Working with local advocates, the development team meets early in the development process to research, assess and plan in five key areas.
2. Prepare a political strategy which coordinates all your work towards getting the votes you need.
3. Prepare a strategy to build active community support for your proposal.
4. Prepare a strategy to work through concerns of community members and to deal with active opposition.
5. Prepare a strategy to protect and use your legal rights.
6. Prepare a public relations/media strategy to send your message to decision-makers and the public.

Instead of doing the same outreach for every proposal or waiting and seeing what will happen, this individual planning approach is like a ‘due diligence’ process in which you consider and make deliberate decisions about five key areas that may be important for every development proposal. Conducting this planning process is not the same as deciding to adopt a high visibility entry with early notification of neighbors. Rather, whether to notify neighbors (and, if so, how and when) is one decision to make in this planning process. In addition to this work, we recommend you participate in ongoing, community-wide strategies to improve the political climate for affordable housing and services in your community, e.g. tenant organizing, voter registration, participating in the development of local housing policy, promoting pro-housing candidates in local elections, and promoting the enforcement of fair housing laws.

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California*



# TOOLS

## 6 Steps for Getting Local Government Approvals

### 1. Planning meetings to research, assess and plan strategies in five key areas.

First, make sure your development plan includes at least two meetings to plan how you will obtain the local government approvals you need.

Schedule two or more meetings of the entire development team together with local advocates and assign responsibility for organizing the meetings (e.g. inviting key people) to a staff member.

At the first meeting, assess the following:

- Your organization's reputation, capacity to attract broad community support for its work, and its previous experience in dealing with local government, opponents, and the media.
- What local government approvals are required, who will decide, what is the process and criteria for decisions, and an expected timeline.
- Local government's current knowledge of and support for affordable housing, your organization's work, and the current proposal.
- Full analysis of the neighborhood surrounding the proposed site (history, problems, organizations, assets, etc.)
- Likely concerns neighbors might have about your proposal, the neighborhood's experience with similar programs and its potential for organized opposition.
- Potential legal issues associated with your development proposal, including your organization's and clients' legal rights.
- The regional and local media's approach to your work and clients.

Based on these assessments, at the second and later meetings determine:

- (a) your strategies toward local government, potential supporters, potential opponents, legal issues and the media (see steps 2-6);
  - (b) staffing required to implement your strategies; and,
  - (c) any consequences for your proposal's timeline, funding needs, or site selection.
- Each strategy should have a clear plan of action: who will do what, when, how and with whom.

- Efforts to implement these five strategies will be going on simultaneously.
- Timing issues are critical and must be decided after consultation with persons most familiar with local politics and the relevant neighborhood.
- Expect to change and improvise your plans as you go along. You won't regret your planning because it will help you manage the process and avoid some fire drills and surprises.
- Most importantly, draw on the collective experience of others to gain further insight into the strategies for community acceptance.

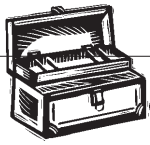
### 2. Prepare a political strategy.

If the crucial vote were taken tonight, do you know who would vote for and against your proposal?

- Get to know your local government's players and relevant policies. There are 'key leaders' in every community, but they don't always have the same jobs or titles. To find them always ask: "Who else should I talk with about this?"
- Identify solid supporters, committed opponents, and uncertain votes on your proposal.
- Determine education and advocacy efforts needed to keep supporters, neutralize opponents, and win uncertain votes.
- Coordinate your efforts with supporters, concerned community members and with the media to get the votes you need.
- Document everything and tell your best story at public hearings. Usually something like: "We're a professional, community-based group with significant community support meeting a critical need, and we've done everything we can to reasonably respond to neighbors' legitimate concerns."

### 3. Prepare a strategy to build public support.

Don't fall into the trap of spending all of your time and energy responding to opponents.



# TOOLS

## 6 Steps for Getting Local Government Approvals *cont.*

Active, vocal community support for your proposal will help you get political support, counter your opponents, tell your story to the media and, when appropriate, say hard things that developers usually do not want to say.

- Develop solid support for the proposal (at least in the broader community) before contacting potential opponents.
- Identify and prioritize actual and potential supporters, including tactical allies. Think widely about your potential allies.
- Plan recruitment of supporters and what you want them to do for you.
- Organize and support your allies with background information, housing tours and up-to-date information.
- Mobilize supporters at critical points (e.g. using a database and fax sheets).
- Keep them informed and encouraged.

### 4. Prepare a strategy to work through community issues.

Only when you understand why a person opposes, can you select the best response

- Notification and community out-reach decisions should be designed to surface and deal effectively with legitimate concerns and for positive presentation of the proposal, not to create an open forum for opponents to organize themselves against you.
- Consider alternative methods for community outreach (e.g. door-to-door canvassing, open-house forums or small house meetings) instead of the large open community meetings.
- Use an issue-based strategy for working through local community concerns.
- Find out the probable basis of their concerns before fashioning a response (e.g. misinformation, fears about impacts, expectation to participate, legitimate conflicts of interest, prejudice, or issues unrelated to your proposal).
- Prepare appropriate responses to each kind of concern (e.g. education, reassurance by trusted authority, appropriate forum for participation, negotiation, clarifying legitimate from illegitimate issues).
- Peel away layers of opposition and their issues to leave only 'unreasonable' opponents.

### 5. Prepare a legal strategy.

Learn to assert your legal rights without litigation.

- Identify the legal rights of your organization and your prospective tenants/clients and learn how to spot potential legal violations.
- If your proposal is likely to encounter illegal discrimination or raise complex legal issues, contact legal assistance immediately to learn what you should do now to protect your rights, and how and when to get further legal assistance.
- Work with legal advocates to identify how to protect and assert your legal rights without litigation, e.g. by educating the city attorney early in the process.
- Keep records of all statements, flyers, etc. that may be evidence of discrimination.

### 6. Prepare a public relations/media strategy.

At the very least, select and prepare a media spokesperson, your message and some easily faxed information.

Before you get any media coverage on a proposal, decide if you want to generate media coverage (proactive strategy) or if you want to be able to respond effectively to any media coverage you receive (reactive approach).

- Designate and prepare spokesperson(s) including former clients and supporters.
- Develop your message(s) and alternative stories for your target audiences (e.g. decision-makers).
- Prepare brief, easily-faxable, fact sheets about your organization, the proposal, your supporters, your efforts to resolve legitimate community concerns and other information to support your message(s) and alternative stories.
- Invite reporters for a tour of your existing facilities and to meet your staff and clients.
- Follow-up on any coverage you receive with thank you's and corrections.
- Develop ongoing relationships with media (to the degree your resources allow). ■

*For more information, contact Tim Iglesias at (415) 989-8160 or email [tim@nonprofithousing.org](mailto:tim@nonprofithousing.org)*



## Dealing with Fearful Opponents of Housing and Service Developments

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from the Non-profit Housing  
Association of Northern  
California*

***“Those people will bring drugs and crime  
into our neighborhood!”***

***“Our property values will plummet!”***

***“The buildings will be ugly and run down!”***

We’ve all got a lot to learn about dealing with fearful people. Fear drives much of the local opposition to affordable housing. It underlies some racial and class prejudice. Fearful people feed on each other and spread their hysteria like a virus. Fear is a strong motivator: it can unite an otherwise disjointed neighborhood against a common enemy. Leaders stir up fears in flyers and statements at community meetings to organize opposition. The media frequently fuels and multiply fears by broadcasting unsubstantiated fears and misunderstandings.

### Five strategies to address fear

While there are no silver bullets, there are some strategies which may be helpful. In order to choose a strategy which is more likely to work, it is important to probe and analyze the sources of the fears. Are the fears based on personal experiences, second-hand stories, media images, purportedly factual studies, or other sources? If there is a primary source, you can try to address it.

#### ***Education***

Many fears, e.g. that affordable housing reduces nearby property values, are based on lack of information or misinformation. Contemporary affordable housing is not well-known among some decision-makers and planners, much less the general public. Some initial questioning should be expected. Even when these queries are accompanied by a hostile tone, it’s best to calmly

convey pertinent information or arrange a later time and place when it can be provided. While bias and prejudice may not yield to facts, getting the facts out is usually an important and necessary step. Our facts must be accurate and well-grounded. Rebuilding credibility after getting caught in half-truths is difficult.

Pay attention to who presents information, how, and in what context. Often fears are paired with distrust of the developer. In this case, the same information will be more credible if communicated by other people or organizations. Facts which have already been publicized by education campaigns outside of the context of a particular development approval process are more likely to be believed.

Education is more likely to be effective with decision-makers and the media than with neighbors. To some degree, early education can inoculate decision-makers from fears about issues that arise regularly; they may still respond to the fears for political reasons, but they won’t actually believe them. Early education of the media, including providing background materials on typical issues, may lead to useful investigative stories, reporting which includes references that question the fears, or at least stories which include the developer’s point of view.

With many people, factual information has no effect, or even inflames their fears. Repetition is important; people in the grip of fear and anger won’t hear things the first time they are said. Sophisticated opponents may find apparently contradicting facts or hire their own “experts” to dispute your facts. Unfortunately, misinformation, once spread, is almost impossible to completely eradicate. Opponents may continue to repeat and spread misinformation even after exhaustive responses have been made.

### ***Humanizing the object of the fear***

Most fears are ultimately based on stereotypes of prospective residents. In some cases, meeting prospective residents can calm these fears by replacing abstract concerns with a human face and a compelling story. Housing tours and testimony at public hearings are two opportunities for introductions. Of course, the longer and more deeply the prospective residents have been involved with the proposal, the more powerful their impact. Before involving a prospective resident in this work, it's critical to warn them that opponents may treat them in a hostile and offensive manner, especially at community meetings when decision-makers or the media are not present.

### ***Reassurance by respected authorities***

In some communities a respected leader from local government, the faith community, business, or local civic organizations will support the proposal in a letter, in public testimony, or as a spokesperson to the media. Some leaders will need to be educated and have their own concerns met before lending their reputation. For example, after researching the issue himself, one chief of police wrote a letter testifying that there was no increased crime associated with a developer's previous projects. Leaders of the opposition subsequently dropped this issue from their arguments before decision-makers.

### ***Building relationships***

Most people see nonprofit affordable housing sponsors as just another unscrupulous, slick developer whose unlimited resources will be used to "shove its project down the community's throat." Getting out from under this reputation is a prerequisite to dealing with fears effectively. Some developers, especially community-based developers, view education and other strategies as part of building a relationship with the local community. The scope of this relationship may only extend to winning project approval, or it may extend to future

cooperation in other community-building efforts.

Sometimes, building a relationship means listening to and acknowledging fears in a sympathetic manner without agreeing that they are factually valid, and not blaming the questioner for not being properly informed. Sometimes a developer can earn trust by using its contacts to focus local government's attention on pre-existing, neglected neighborhood problems that are now being used as issues to oppose the proposed development. Invitations to the developer's office and previous developments are common ways of establishing a relationship. During long delays, keeping in touch with opponents regularly may head off suspicion.

Treating initial skeptics and questioners as opponents may become a self-fulfilling prophecy. On the other hand, former skeptics can be very powerful allies. The goal is not becoming "friends," but engaging opponents in a series of conversations and a consistent pattern of interactions, including making and keeping promises, so that, by virtue of actually knowing who they are dealing with, they will withdraw opposition and give your development a chance to demonstrate that common fears will not be realized.

### ***Taking actions to address fears***

In some cases, it is appropriate to revise a development proposal or to take other action to address fears, e.g. organizing a study, adding staffing, or creating a review mechanism. Sometimes, the change is made to build confidence and to show that no basis for fear exists.

Sometimes planning commissions and city councils add unnecessary, burdensome, and even illegal conditions in conditional use permits in order to calm fears. Developers' acceptance of such conditions is controversial. While the project will get built, the conditions may be used as a precedent against the next proposal.

While numerous laws, including fair housing law, prohibit discrimination

against prospective residents, citing laws directly as a response to neighbors' fears is more likely to incite resentment than to improve the situation. The best role for the law in these cases is to challenge discriminatory local laws and practices before a project is proposed or after one has been approved. During a dispute, the law can sometimes be used to educate and to persuade local government to prevent a violation of the law through carefully selected channels. Of course, if discriminatory fears cause violations, developers, advocates and prospective residents should consider enforcement.

Using these strategies requires time and resources as well as extraordinary patience, preparation, and self-discipline. It's hard to not be adversarial when opponents treat you as the enemy. Being subject to double standards is infuriating: opponents' factual allegations are assumed true

until disproved while developer's statements, even with supporting facts, are treated with suspicion.

Some advocates strongly question the approach of attending to emotional issues, such as fear, behind local opposition. In their view, these strategies may not work and may even backfire. And, if it's discrimination, why not just call it what it is.

Finally, it's important to set reasonable expectations. Don't expect to dispel years of accumulated fear or every opponent's fear even by a combination of these strategies. You probably don't need to. The goal should usually be to strip away legitimate concerns, focus on the issues properly before decision-makers, and let the fearful and prejudiced reveal themselves as just that. ■

*For more information, contact Tim Iglesias at (415) 989-8160 or email [tim@nonprofithousing.org](mailto:tim@nonprofithousing.org)*

## Keys to Siting a Safe Haven (and Other Hard-to-Site Housing)

*A Safe Haven is a form of supportive housing that serves hard-to-reach homeless persons with mental illnesses who are on the street and have been unable or unwilling to participate in support services. Safe Havens are an eligible activity under the HUD Supportive Housing Program.*

Planning is the foundation of any Safe Haven program. Key to this planning is identifying who the residents will be. You must know who you are going to house, what they want, and how you will make the Safe Haven accessible to them. This knowledge must be built on trusting relationships. It is not simply a matter of numbers and services. Once you come to know and develop mutually respectful relationships with the soon-to-be residents, there will be no turning back. This will prove to be your greatest asset and strength.

And as you come to know the people living on the street and see the tremendous potential and talents they possess, it will be your job to engage the other stakeholders (the business community, the consumer movement, the mental health treatment providers, and the homeless community) to make the Safe Haven a reality. The planning process is essential in both understanding what is needed and in soliciting the broader support to make it happen. You need to build the political will.

Location. Location. Location. This is key for those who are actually living on the streets and have a serious mental health disability. We have found that people often will not leave the area with which they are most familiar. The Safe Haven needs to be located there. Often this is a problem because people live on downtown streets and in upscale areas where businesses and government want people to have a place to stay — anywhere but there. One tactic is to find a place that needs a lot of work and is or was the site of undesirable activity.

The Safe Haven could reduce the density of what was existing. In our case, a promising structure was zoned as a 60-person boarding home that turned into a crack house, and we were able to do a 25-bed Safe Haven and a 15-unit SRO. This reduced the density by 20 people while significantly enhancing the facade of the building.

When leasing a building, make sure that the landlord is responsible for the major systems because these are very costly to replace or repair. Have someone go through the building and assess the current condition of the major systems so you know what you are getting and what will be necessary to do. Check with Licenses and Inspections to make sure that there are no outstanding code violations. Make sure that the fire alarm system is certified and in good working order. Fire safety must be a priority. You may also want to consider leasing the building with an option to buy.

If you decide to develop and own your Safe Haven, design it to give maximum benefit for the operating costs. By designing it to be energy efficient, you can save on your utility and maintenance costs. For example: water saver shower heads, blown-in insulation, front loading washers, certain kind of lighting fixtures, and Gerber toilets are all ways to be energy efficient and save on utility costs. Ceramic tile and good VCT, attractively designed, are a lot easier to maintain and have a longer life than carpets. Walls painted with semi-gloss paint can be easily wiped down as opposed to flat paint.

Finally, the NIMBY problem. You need a sense of humor, tremendous discipline, perseverance and a great team of lawyers. After you have done all the right and proper things and you are still nowhere, you may be forced to re-think and re-group. You must spend time and energy identifying and building your sup-

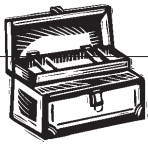
*From the presentation by Mary Scullion, RSM of Project H.O.M.E., Philadelphia, PA at the meeting "Developing and Operating Safe Havens Programs" in Washington, D.C., April 1997*



port. Who are the stakeholders in this project? This means the Chamber of Commerce, religious groups, and social justice organizations. Ask their help in identifying a site. It means knowing your zoning code and identifying a property that is zoned as a matter of right. It means working with a fair housing group or a public interest law center. You cannot have a Safe Haven everywhere, but you must have it somewhere. Be reasonable and be committed to the quality of life for everyone in the community. You have to be able to address community fears and concerns. We have a grievance procedure in which concerns are monitored and documented. We must be able to articulate a vision that includes housing for everyone and at the same time ensures a quality of life for all. Solving homelessness enhances the quality of life for everyone in our communities.

Seek all the advice and technical assistance you can in the areas of real estate, zoning, financing, design, construction and property management. We were lucky enough to have CUCS from New York as our consultant. Develop trusting relationships with the perspective residents and with your neighbors, civic leaders and your other mental health and social service providers. These relationships will break down those invisible walls that separate us. Everyone stands to gain from the development of a Safe Haven. ■

*For more information about Safe Havens, see "Developing and Operating Safe Havens," published by the Department of Housing and Urban Development, [www.hud.gov](http://www.hud.gov), or call Mary Scullion at (215) 232-7272 or email [maryscullion@projecthome.net](mailto:maryscullion@projecthome.net)*



# TOOLS

## What Works in Affordable Housing Education?

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### Useful goals to consider

- Neutralize opposition and build active support (where possible).
- Motivate/enable people to visit existing developments in or near their community.
- Provide factual information on a limited set of issues (e.g. design, density, crime, traffic, parking); acknowledge controversy and present available facts on contested issues.
- Provide a new perspective (e.g. mortgage interest deduction subsidizes most housing).
- Build credibility and trust; create relationships for follow-up.
- Multiply impacts of presentation (e.g. generate good media attention when possible).

### Effective content

**Themes:** *Speak to particular audiences' interests*

- Show specific successful examples of affordable housing.
- Demonstrate how the development is a local community asset (eliminates blight, provides local jobs, brings federal and state subsidies, addresses jobs/housing balance, generates sales tax revenues, reduces traffic/pollution, provides community amenities, cost-efficient solution to community problem, etc.).
- Show that other nearby communities are 'doing their share' (if true).
- Explain how professional property management (including tenant screening and lease provisions) prevents crime and protects neighboring property values.
- Demonstrate successful results for residents of affordable housing developments (e.g. educational and employment achievements).

- Show the broad range of types of qualifying residents; provide examples of typical jobs with salaries that qualify, such as teachers, grocery-checkers, waiters, etc.
- Emphasize the fact that feared impacts usually do not occur.

**Images:** *As localized as possible*

- Before and after photographs of completed developments.
- Older buildings that are well-maintained.
- People living in buildings as their home.
- Graphs and other visual aid.

**Voices:** *Testimony of trusted/ non-interested parties on local impact*

- Neighbors, police, business, former opponents, good press, and other 'authorities'

### Style

- Acknowledge/address real concerns; do not 'oversell.'
- Interesting/fun/creative presentation (e.g. Guess which is affordable housing?).
- Acknowledge mistakes in part; explain lessons learned and how they are used.
- Language: "development/complex/apartment/house/home" instead of "project."

### Follow-up

- Encourage attendees to go on a housing tour.
- Get back to people on unanswered questions.
- Link them to local/regional resources.
- Repeat themes and facts as often and in as many different contexts as possible. ■

*For more information, contact Tim Iglesias at (415) 989-8160 or email [tim@nonprofithousing.org](mailto:tim@nonprofithousing.org)*





# TOOLS

## Examples of Materials and Outreach Strategies Used in Housing Education Campaigns

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The following are examples of a wide variety of materials and outreach tools groups have used in the San Francisco Bay Area to inform communities about affordable housing. Most campaigns combine several types of materials and outreach strategies.

### Print & audio-visual materials

- Brochures
- Briefing kits or affordable housing primers
- Fact sheets
- Broadsheets
- Affordable housing calendars
- Print own newspaper
- Postcards
- Posters
- Bus/shelter placards
- Billboards
- Photoboard exhibits
- 'Best practices' publications
- Large canvass signs
- Videos
- Slideshows
- Theatrical productions
- Reports on results of study/research

### Outreach strategies to the media

- Conduct interviews on radio and TV shows (local cable access) about the affordable housing crisis in your community.
- Instigate letters-to-the-editor campaigns.
- Produce public service announcements (print, radio, or TV).
- Write feature articles and/or op-ed pieces for newspapers, magazines, or newsletters.
- Visit editorial boards.
- Conduct newsworthy events and seek media coverage.
- Link a housing theme to an existing local, regional or national celebration.
- Host a media breakfast.

### Outreach strategies to the government & public

- Organize housing tours of successful affordable housing developments.
- Meet one-on-one with local government decision-makers and community leaders.
- Arrange study sessions with local government commissions and decision-making bodies.
- Hold small group presentations for homeowner associations, civic groups, businesses, etc.
- Organize a housing conference or symposium.
- Put on a theatrical production.
- Feature affordable housing and its residents in art shows.
- Organize a walk or symbolic public demonstration (e.g. search for housing).
- Launch a new effort to contribute to solutions (e.g. housing trust fund campaign).
- Confer annual 'YIMBY' (Yes-In-My-Back-Yard) awards to individuals or groups who have welcomed controversial developments.
- Conduct 'housing games' with small groups.
- Place photoboard exhibits in libraries, bank lobbies, cafes, and public buildings.
- Use a celebrity endorsement to gain attention/interest.
- Conduct an annual Affordable Housing Day or week proclaimed as such by state and/or local authorities and filled with events and opportunities to educate.
- Link a housing theme to an existing local/regional/national celebration.
- Create a local or regional committee of experts on affordable housing.
- Send pro-affordable housing flyers with water bills, bank statements, or other materials sent by public agencies or utilities companies. ■

*For more information, contact Tim Iglesias at (415) 989-8160 or email [tim@nonprofithousing.org](mailto:tim@nonprofithousing.org)*



## When You Need a Good Lawyer...

*This article was written to assist providers of substance abuse services to understand their rights and options for siting residential treatment. The issues and options are similar to those facing homeless providers siting shelters or housing.*

### Obtaining Legal Advice

A provider should obtain legal advice as early as possible when selecting a site for its program. An attorney should be able to identify all the zoning, health, and safety requirements that apply to the prospective facility under the zoning ordinance. The attorney should also be able to determine whether any requirements are factually invalid or will have a discriminatory effect or whether a reasonable accommodation would enable the provider to satisfy the ordinance requirements.

The attorney can also threaten to file a lawsuit to the extent that local officials are not willing to work with the provider to find an appropriate site, are bowing to community pressure to not site the program, or are applying the zoning ordinance erroneously. Officials often change their positions when informed about legal precedents that prohibit the decisions and actions that they are considering. Sometimes, local officials need the “cover” provided by legal precedents to make the right decision.

### Initiating Legal Action

A provider must continually evaluate whether there is any likelihood of winning approval without initiating legal action. An attorney can help the provider determine when it may be necessary to discuss with local officials the legal protections that prohibit discrimination on the basis of disability and to discontinue conciliatory efforts.

If the provider decides to take legal action, it should consult an attorney to determine the best approach to take. It will need to determine the following:

- What legal claims it has and the strength of its case
- Whether it wants to sue in State or Federal court or file an administrative action under the Federal anti-discrimination laws
- Whether it wants to ask the Attorney General to become involved in the matter so that it can benefit from the Federal Government’s resources and expertise in developing and litigating cases

If the provider has few resources to pursue litigation, it should not walk away from the problem. The Federal anti-discrimination laws authorize the party that wins a suit to recover attorney fees and the costs of litigation. The provider may be able to find an attorney who will take its case without a large investment of funds if the prospect of winning and recovering fees exists. The provider may also choose to pursue the administrative complaint procedure that exists under the anti-discrimination laws, particularly that under the Fair Housing Amendments Act, because the administrative agency will conduct the investigation and gather evidence on the provider’s behalf without cost. While the remedies may differ under an administrative complaint procedure and a civil court action, the provider can still accomplish its primary goal of siting its program. ■

*For more information, call the U.S. Department of Health and Human Services, Center for Substance Abuse Treatment at (301) 443-5052*

*Excerpted from  
“Siting Drug and Alcohol  
Treatment Programs, Legal  
Challenges to the NIMBY  
Syndrome” by Ellen M. Weber,  
Esq. and Robb Cowie of the  
U.S. Department of Health  
and Human Services, Public  
Health Service, Substance  
Abuse and Mental Health  
Services Administration,  
Center for Substance  
Abuse Treatment*





# TOOLS

## STEPS IN THE DEVELOPMENT PROCESS

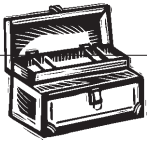
### Managing Construction

*This list was adapted from materials provided by: Ralph Cooper, Veterans Benefit Clearinghouse | Rusty Lawrence, Urban Housing Solutions | Lorri Mills, Progressive Redevelopment, Inc | Irmi Gaut, City Missions*

With the money, the plan and the site in hand, you may finally be ready to build your dream. The construction process is complex and time-consuming — being prepared for managing the construction process will help you through the bumps in the road.

- Finalize the scope of work for the contract, and have an outside cost estimator, contractor or architect provide current pricing for the proposed work.
- Bid or negotiate the construction contract. Make sure your bid package includes all information from your funders that you are required to include, such as hiring and wage requirements for the job.
- Watch over the construction/rehab work weekly or more often. Your architect or engineer can be part of this process, or you can hire a professional “construction manager” to help you.
- Manage the draw process. Pay contractor monthly (or as specified in contract), based upon approved draw requests only for amount of work in place. Obtain lien waivers with each draw request.
- Maintain 10% “retainage” if at all possible until completion of construction.
- At completion, prepare a “punch list” of items to be completed by the contractor. Do not release the retainage to the contractor until the punch list is completed to your satisfaction.

*See list of contributors in resource section for contact information.*



# TOOLS

## How to Work with a Development Consultant

A development consultant is an outside expert hired by your organization to represent *your* interests in the development process as developer/owner. A development consultant may be hired to do a specific piece of work — such as securing one funding source, examining the historical issues of a specific site or building, or helping you to oversee the construction — or the consultant may act as, or in support of, your ongoing project manager with oversight of the project from start to finish. You may even bring in more than one consultant to cover different parts of the project.

Whatever you use consultants for, there are some things you always want to be sure of:

### THEY:

- have the expertise they need to do the tasks you require of them
- are able to devote enough time to your project to get the job done
- are going to represent your organization's interests in the process — not those of your architects, funders, or contractors

### YOU:

- have clear expectations and a written agreement about what they will and won't do, and you are prepared to do your part
- have identified the person in your agency who will coordinate with them and will make decisions for the project
- feel comfortable with them and their work style and believe they fit well with your staff/organization

### Experience to look for in your development consultant

Whomever you hire should:

- have experience managing projects similar in type (new construction, rehab, SRO, group home, etc.) to the one you are developing

- have handled projects of comparable financial size
- have worked with many of the funding sources you are using
- have basic knowledge of the design and permitting process
- be familiar with historical, environmental, accessibility or other special requirements as they apply to your project

### Hiring the Consultant(s)

**Develop a list of possible candidates:** You can identify potential consultants through professional contacts such as other nonprofits, a banker or city planner, through technical assistance agencies like LISC or online resources.

**Interview the top two or three candidates,** even if you already have someone in mind. Involve staff who will work with them in the interview. Be sure to ask each candidate the same basic questions so you can make a reasonable comparison.

**Before you hire, check references!** Ask for a complete list of recent projects, not a hand-picked list. Contact at least three organizations similar to yours or who have faced situations similar to yours. For suggestions on what to ask, see [www.ontap.org/index.html](http://www.ontap.org/index.html)

For good general guidance on hiring and working with consultants, see *Succeeding with Consultants: Self-Assessment for the Changing Nonprofit* by Barbara Kibbe and Fred Setterberg. See excerpts on interviewing at "Consultants on Tap," [www.ontap.org/advice.html](http://www.ontap.org/advice.html). For a discussion of project management roles and responsibilities see *Breaking New Ground* by Betsy Lieberman and Donald Chamberlain.

For more information, call Katharine Gale at (510) 883-0480 or email [Katharine@Kgaleconsulting.com](mailto:Katharine@Kgaleconsulting.com)

## Four Alternatives to Development to Secure Permanent Housing

*Adapted with permission from  
Rural AIDS Housing, AIDS  
Housing of Washington, 1998*



**D**eveloping new housing units for homeless individuals and families is a great way to increase the affordable housing stock in the long-term, but it is not the only option to meet the permanent housing needs of homeless individuals and families. Some communities and programs with limited access to funding, little development experience, or scattered client demand may want to avoid getting into the challenges of housing development. Others may wish to pursue a range of complementary development and non-development options. Below are four alternatives to development; some may be especially well suited to suburban and rural communities.

### 1) Tenant-Based Rental Assistance

Tenant-Based Rental Assistance (TBRA) is ongoing assistance paid to a tenant (or to his or her landlord) to cover the difference between market rents and what the tenant can afford to pay. Tenants find their own units and may continue receiving rental assistance as long as their incomes remain within the qualifying income standard.

Most TBRA programs are federally subsidized, administered by local public housing authorities and governed by HUD's Section 8 regulations. Section 8 regulations require all buildings with Section 8 tenants to meet federal housing quality standards, and the subsidy levels are set at the difference between the unit rent. Generally, units cannot rent for more than HUD's annually established fair market rent for the appropriate unit size and 30 percent of the tenant's household income.

#### *When TBRA works best*

Tenant-based rental assistance programs work best when there is a partnership between an experienced local (or regional) housing authority willing to administer the

subsidy, and a homeless service organization willing to market the subsidies, pre-qualify tenants, maintain a waiting list and assist tenants to find appropriate units. Where this partnership exists, TBRA can be effective in communities of any size. TBRA is best suited to communities with a surplus of units renting at or below fair market levels. Funding sources that can be used for TBRA include Section 8 Mainstream Housing for People with Disabilities, Shelter Plus Care, HOME and HOPWA.

#### **Advantages**

- Tenants can choose where they live
- TBRA uses existing housing units
- TBRA can be implemented relatively quickly
- Some funding sources allow state-wide TBRA programs covering all rural areas
- Homeless service organization does not have to develop, own or manage property

#### **Disadvantages**

- Section 8 assistance is subject to annual appropriations; few new subsidies have been created in recent years
- TBRA programs do not create new long-term housing resources
- Some communities do not have good quality rental units available at fair market rent levels

### 2) Lease Buy-downs

Buying down a lease is a way of securing long-term affordability without the obstacles and worries of housing development and ownership. Under this arrangement, homeless service organizations lease units from mainstream housing providers and then sublease the units to homeless individuals or families. The units can be existing ones in proposed projects. Lease terms vary, depending on the housing provider, from month-to-month up to 50 years.

If the rents on the units are not affordable to homeless tenants, the leasing organization can buy down the monthly rent payments up front. The lease payment buy-down is intended to compensate the housing provider for accepting a lower rental income stream over the life of the lease. The up-front payment amount is calculated by taking the net present value of the potential tenants' rental income stream and the rental income stream required to sustain the unit.

The term of the lease, the discount factor used to determine the net present value, and the basis for the affordable rents are all matters of negotiation between the homeless service agency and the mainstream housing provider. These terms will likely be based on the assumptions the housing provider used when developing the operating pro-forma for the project and on the investment scenario proposed for the up-front payment. The homeless service agency will provide the up-front payment from a capital funding source.

### ***When lease buy-downs work best***

When the existing rents in a community are not affordable to homeless individuals or families, lease buy-downs may be the best solution. Lease buy-downs work best in communities with mainstream housing providers who are willing to engage in long-term leases. These deals are most common between housing providers and homeless service organizations that have good existing relationships. When a mainstream housing provider offers rents that are already affordable to the targeted population, a set-aside agreement (see next entry) may be preferable to a long-term lease.

Funding sources which can be used for lease buy-downs include Community Development Block Grant, HOME, HOPWA and State and local housing trust funds.

### **Advantages**

- Long-term affordability is secured without ongoing rental subsidy
- Homeless service organization does not

have to develop, own or manage property

- Economies of scale are not required: a lease buy-down is efficient with even one unit
- Formerly homeless persons are integrated with other populations

### **Disadvantages**

- Some communities lack housing providers willing to engage in long-term leases, or lack rental housing units generally
- If the rent differential is large, the costs of a lease buy-down may be high
- Mainstream housing providers may have rules that disqualify people you wish to assist
- May not work with federal funds in projects using tax credits

## **3) Set-asides in Other Housing Projects**

One of the best ways to secure affordable units without development is by negotiating set-asides for homeless people in projects developed by mainstream housing providers. This may be as simple as a referral agreement or may involve the contribution of capital to help lower rents (also see lease buy-down above).

### ***When housing set-asides work best***

Set-asides work best in projects that are developed with rents already affordable to homeless individuals and families in which the housing provider is seeking a ready pool of applicants and/or a guaranteed service link for people living within their project. Sometimes, homeless service agencies may contribute capital funds toward the project in exchanges for the set-aside, which helps lower rents by lowering debt service requirements. The difference between subsidized set-asides and a lease buy-down is that the set-asides are part of the overall project financing and are not tied to a sublease for specific units. Funding sources which can be used for set-asides include McKinney Programs, HOPWA, and State Housing Trust funds.

**Advantages**

- Homeless-serving organization does not have to develop, own or manage property
- Including set-aside units for homeless households may increase the competitiveness of the developers funding applications
- Economies of scale are not required: a set-aside is efficient with even one unit
- Formerly homeless persons are integrated with other populations

**Disadvantages**

- Mainstream housing providers may have rules that disqualify people you wish to assist
- Set-asides are only effective when the rents on the units are affordable to the people you want to serve
- The need for affordable rental units is so great in some communities that housing developers may not be willing to enter into special set-aside agreements

**4) Scattered-Site Condominium Acquisition**

Scattered-site condominium acquisition is a way for homeless-service organizations to enjoy some of the benefits of ownership without development and with reduced management responsibilities. In this scenario, homeless service agencies raise capital funding to purchase condominiums in their community and lease the units to homeless individuals or families.

***When scattered-site condominium acquisition works best***

Scattered-site condominium acquisition works best in communities that have a large number of affordable condominium developments. It works especially well with new condominiums and where support service networks can deliver a range of services to widely dispersed populations. Funding that can be used to purchase condominiums include McKinney Act Programs, Section 811 Supportive Housing Program for Persons with Disabilities, State housing trust funds, CDBG, HOME and HOPWA.

**Advantages**

- Scattered condominium sites can effectively meet scattered demand
- In some communities, acquiring condominiums is less expensive than building new apartments
- Homeowners associations provide much of the property management
- A small number of units can be purchased efficiently
- Scattered sites avoid NIMBY concerns
- Tenants may eventually be able to purchase units. Some communities have no or few condominium developments

**Disadvantages**

- Condominium homeowner associations may exercise control of leases, tenants and the number of renters allowed in a development
- Condominiums offer less control than more traditional ownership
- Some public lenders are wary of condominium acquisition ■

*For more information, contact Donald Chamberlain at (206) 448-5242 or email [donald@aidshousing.org](mailto:donald@aidshousing.org)*



## Collaboration with a PHA Puts Empty Units to Use

**D**id you know that public housing authorities may keep a certain number of public housing units vacant for relocating tenants in case of emergencies? In Louisville, the Coalition for the Homeless got together with the shelter providers and local government to make some of these units available on an emergency basis to homeless families.

Through this collaboration, families living on the street can gain occupancy in a furnished apartment for up to 30 days at no cost to the family. The apartments are used when all shelters are full, when the family is too large for shelter availability, or when there are health needs for which staying in a shelter is contraindicated. Eight families were served by this program between November 1999 and May 2000.

The project is a true collaboration. The housing authority provides and maintains the vacant apartments. The rent on the apartments is paid by the City of Louisville Department of Housing using CDBG funds. Jefferson County Human Services provides the essential assessment and case management services needed to assist each family in its next step toward self-sufficiency, including finding permanent housing. Many of the families are able

to move into permanent public housing units! Shelter providers assist with the nuts and bolts logistics of cleaning and restocking the apartments after one family moves out and another moves in. The Dare to Care Food Bank supplies food to the families during their stay.

The model is one that the coalition feels is easily replicable in other areas, especially where there are vacancies in public housing. For Louisville, it was a matter of 1-2-3.

1. Convene a meeting of local PHA, Coalition for the Homeless, City Housing Department, and Human Services Department to discuss the project.
2. Develop the logistical plan for payment, referrals, clean-up, supplies and accountability, each group taking on a piece to make it happen.
3. Facilitate client assessments and case management follow-up to make sure that the families have somewhere to go after their emergency stay and are working toward self-sufficiency.

*For more information, call Marlene Gordon at (502) 589-0190 or email [Mogordon@bellsouth.net](mailto:Mogordon@bellsouth.net)*

*From the presentation by  
Marlene Gordon of Louisville  
Coalition for the Homeless,  
Louisville, KY*





## Special Considerations in Rural Areas



A number of providers represented at the five conferences serve homeless people living in rural areas. They noted that the two greatest obstacles facing them were the overall lack of resources dedicated to assisting homeless rural residents and the number of hidden homeless, including those at risk of homelessness. Transportation looms as a tremendous obstacle, particularly when the vast distances separating homesteads, towns and cities are considered. When a rural county can only afford to employ one case manager to address the needs of homeless or at-risk residents scattered throughout several hundred square miles, it's easy to understand their frustration. Often, even if contact can be made and referral given for housing, support or counseling, that resource may be fifty or one hundred miles away, and the client may have no means of getting there.

On the other hand, rural communities have a strong history of taking care of their own, doubling up when necessary, and leveraging local, state and federal resources whenever possible. Dedicated individuals in all walks of life have created innovative programs to help meet local needs, and have successfully built upon faith-based and civic volunteers to provide both emergency relief and ongoing support to neighbors facing imminent or actual homelessness.

The pages that follow summarize key issues identified in meeting the needs of rural homeless and offer some solutions to preventing homelessness and providing housing and services to the homeless in rural areas. ■

## Trends in Rural Homeless Populations

- Growing immigrant populations
- More working families, more single mothers
- Increase in mental health issues
- Increase in single fathers — new as custodial parents
- Youth
- Survivors of domestic violence
- Changes in building codes increasing substandard housing/  
increase in condemned properties
- More chemical addiction
- Increase in developmentally disabled
- Perception of homeless as transients even though local (from 20 miles away)

*From a presentation by Susie Kemp, Mary Ulland Evans and Kim Hustad.  
See list of contributors in resource section for contact information.*

## Challenges of Working on Homelessness in Rural Areas

**W**hile many of the challenges of housing homeless people are common to all programs, conditions of rural living are different from urban and suburban living. These conditions present specific challenges to the work of serving and housing homeless people. Jackie Greenawalt of City Missions, Uniontown, PA put together this list of specific challenges which she and her co-workers have identified as unique to rural communities.

### Economic Challenges

- Declining industry (mining, farming, etc.)
- New industries attracting more workers than are needed
- Communities located along major transportation routes attract people who are transient and people looking for work
- Lower wages, higher unemployment and lower public benefits
- Poor tax base: often no taxes dedicated to homeless services

### Housing/Infrastructure

- Rural homelessness often does not fit funding guidelines

- Housing is often old, unimproved and substandard
- Declining rates of homeownership
- Rising rental costs
- Fewer shelters
- Communities lacking water/sewage improvements to support housing
- Limited public transit options, especially for second, third and weekend shifts

### Educational, Cultural and Social

- High rates of illiteracy/lack of high school education
- Lack of awareness of social problems and assistance sources
- Lack of anonymity — “everyone knows everyone”
- Limited cultural/educational opportunities due to isolation, geography (huge service areas), poor transportation and fear of metropolitan areas
- Distrust of government and social services
- Pride/desire to stay self-sufficient
- Cross-generational welfare dependency
- Community doesn’t believe there is homelessness — it’s invisible. ■



# TOOLS

## Some Strategies for Addressing Rural Homelessness

1. Axiom: the smaller (more rural) the county, the higher the percentage of organizations, institutions and jurisdictions needed to “buy in” to the fact of homelessness and the need for concerted local efforts in finding solutions to the problem. This underscores the need to cultivate good relationships with these entities.
2. Strategic use of resources is of critical importance because homeless-specific allocations and other funding to enhance services to homeless people tend to be small in rural counties. The importance of collaboration in rural areas cannot be overstated, and duplication of services can be financially imperiling. Work with all possible partners, including businesses, churches, service providers, volunteers, state and federal programs, HUD’s technical assistance programs, and your local HUD community builders.
3. Use population scarcity to your advantage. Arrange to get an accurate count of your homeless population. This can help to dramatize the problem locally and provide the reliable data potential funders need to make decisions in your favor.
4. Factor transportation costs into all grant requests and planning efforts.
5. Cultivate good and long-lasting relationships with local media. In working with the media, use creative approaches in highlighting homelessness problems, opportunities for community involvement, fundraising needs, etc. While this is a sensible strategy in any setting, the limited number of media outlets in rural areas does not allow for many mistakes or sustained hostilities.
6. A good rule: in the Senate, a vote from Wyoming is equal to a vote from California. Smaller governmental jurisdictions often have greater access to state, national forums and decision-making bodies than their numbers would suggest. Thus rural areas should cultivate good representation to these groups through regular advocacy and well constructed Housing Elements and Consolidated Plans to address homelessness.
7. Cultivate good relationships with homeless/housing consultants, *even if they are outside your jurisdiction*. Local resources may be used to cover their costs (after making every effort to get reduced rates!). The importance of a relatively easily accessed CDBG technical assistance grant in leveraging much more funding cannot be overstated.
8. It is a fact of life that, unlike urban centers, many rural areas have not accepted the presence of homeless persons, let alone demonstrated a commitment to providing them housing and services. Focusing on homeless families, particularly those headed by a single parent, has often been an effective starting point in sensitizing a community to the stresses caused by homelessness.

*For more information on strategies for addressing rural homelessness, contact Ramona Ansolabehere, Housing coordinator, Mendocino County Dept of Social Services at (707) 463-7968 or email [AnsolabehereR@mcass.org](mailto:AnsolabehereR@mcass.org) or Mark Rohloff, Executive Director, Ford Street Project, Inc., Ukiah (Mendocino County), CA at (707) 462-1934 or email [markr@pacific.net](mailto:markr@pacific.net)*

# Opening *the Doors*

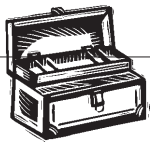
Once the construction is done, you may think that the major work is over, but the hard work is really just beginning. Operating housing involves balancing many things: the needs of your tenants, your staff, your funders and the ongoing needs of the building — not to mention meeting the bottom line. Being prepared for the juggling act of operating *before you open* will ease much of the burden and cut down on surprises. Thus, the tools in this chapter encourage you to define roles clearly and set up tracking systems. Much of what was said in the chapter on collaboration applies here as well — working out your relationships with all the players is the key to a smoothly operating building or program.

One of the things to remember about operations is that its success often comes down to actions of individuals, or staff, who must carry out the work. Providing staff with guidance and input into the process is essential to gain their commitment and continuity. Your tenants are also key — their participation in the operations

of the building will make the difference to the functioning of the community and define whether yours is a place tenants feel respected and want to live. Remember, this may be your job but it's *their* home. They are bound to have a lot of opinions about it. Some of the contributors to this section have started to bridge the gap between tenant and staff by hiring from their tenants. They found that tenants are a ready pool of people who can work in your programs — they know the population, they have an investment in your operation and they need the work and experience.

Like the other aspects of housing homeless people presented in this book, building operations is neither easy nor is there a cookie-cutter model that will work for every building. But starting with basics of good planning, clear guidelines, effective communication, and personal and organizational investment from all the key players will make the difference in the long run. And that is the point of operations — that they be around for the long run. ■





# TOOLS

## STEPS IN THE DEVELOPMENT PROCESS

### Leasing Up

*This list was adapted from materials provided by: Ralph Cooper, Veterans Benefit Clearinghouse | Rusty Lawrence, Urban Housing Solutions | Lorri Mills, Progressive Redevelopment, Inc | Irmi Gaut, City Missions*

The final phase of development involves filling and managing your building. A good lease-up phase will set the tone for a well functioning building. As you market and lease-up here are some things to remember.

- Work with an established leasing/management company, if appropriate, to lease up the building. Choose one who knows your type of property; for example, if you have Low Income Housing Tax Credits as part of your financing, choose a company with experience in compliance issues with tax credits.
- Be sure to include asset management in refining the operating budget.
- Establish a reserve to assure funding to properly maintain the property.
- Manage your compliance and financial reporting systems carefully.
- If this project involves rental assistance, have you worked with your housing authority? Do you have a contact person there?
- Develop tenant leases that comply with all applicable local, state and federal laws and program guidelines associated with the funding sources utilized.
- Rules and regulations — make sure you build your program with the rules and regulations you need:
  - Are you going to do drug testing?
  - Is your facility going to be alcohol free?
  - How will you deal with late rent payments?
  - What about mandatory case management requirements?
  - Have you made arrangements for routine unit inspections?
  - Will tenants pay utilities costs directly, or are they included in the rent?
  - Are you going to do criminal background checks?
  - Are you going to do credit checks?
  - Will you charge an application fee?
  - Are you required to do third-party verification of income?
  - Will you provide furniture? How will you assess damage to furnishings?
  - How will you deal with people who break the lease?
  - What are the steps leading to eviction — do you have a series of warnings?
  - What kind of visiting privileges are you going to allow?
  - Do you have a client grievance procedure?
  - Is there client representation on your board?

*See list of contributors in resource section for contact information.*

## Build a Compliance Binder: A Tool to Help You Keep Organized for the Long-Term

**A**s money to build or acquire affordable housing grows harder to find, developers have become creative in putting together financing packages that include bank loans, tax credit syndication, “soft second” mortgages, grants and other sources of money to complete the project. Each of these sources of funds has a regulatory agreement or loan document that explains what the borrower/recipient owes the funder/lender in return for the money. It is important to know what requirements each funder has concerning the setting of rents, income restrictions, reserve funding, insurance, reporting and prior approval.

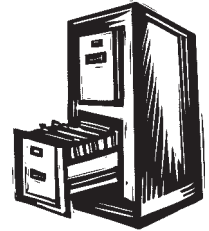
Someone within the organization will need to track annual progress and major financial events affecting the property. To make sure you have the information you need at your fingertips, it’s a good idea to maintain a compliance binder to help you keep track of the requirements of a property. Annual and long-term calendars of asset and property management tasks can help you make sure you are completing all the necessary tasks. Along with the calendars, keep copies of the reports you file and blank reporting forms.

Gather together all the documents that govern a property. Final documents should be culled from prior versions and copies included in asset or property management files or binders. These files should be maintained throughout the useful life of the property. Prepare a summary of pertinent information in the documents with a key to where information is located. This can best be done when regulatory documents are first reviewed.

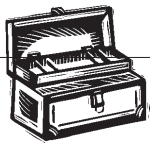
Build the compliance book or files as your property ages. Include the operating budget pro forma and compare it to annual budgets and annual audits. Keep track of reserve planning and expenses, monitoring and physical reviews and management responses. If your property receives Low Income Housing Tax Credits, maintain a careful record of the annual reports on tax credit compliance and qualified units.

Save yourself time in the long run by organizing up front. ■

*By Birute Skurdenis,  
California Housing Partnership  
Corporation, San Francisco, CA*



*For more information contact Birute Skurdenis at (415) 433-6804, or email [Birute@chpc.net](mailto:Birute@chpc.net)*



# TOOLS

## Compliance Binder: A Suggested Table of Contents

### Calendars

- Asset management tasks
- Property management tasks
- Preventive maintenance schedule

### Agreements

- Partnership summary
- Regulatory agreements
- Tax credit application summary
- Lease agreements
- Support service agreements

### Loan Documents

- Pro forma
- Original and revisions
- Annual analysis

### Annual Operating Budgets

- Prior year
- Current year
- Separate binder for monthly financial reports

### Rent Increase Requests

- Prior two years

### Audits

- Current
- Mailing list of who gets copies

### Replacement and Operating Reserve Draw Requests

- Past 18 months requests and approvals
- Current Replacement Reserve analysis

### Completed Regulatory Reports

- Prior two years

### Blank Reporting Forms

### First year and current tax credit reports

- Project ownership profile
- Annual owners certification
- Project status report

### Regulatory Monitoring Reviews and Management Responses

- Fiscal
- Physical
- Management/Occupancy

### Resident Selection Criteria

- Updated as median incomes and rents change

### Blank Application for Housing

### Current Waiting List

*Used with permission. © California Housing Partnership Corporation, 1998*





# TOOLS

## Property Management and Supportive Service Staff Roles and Responsibilities

*Used with permission of the Center for Urban Community Services (CUCS), New York, NY*

The following responsibilities are generally shared by both the social service and property management staff in supportive housing programs. It is important to keep lines of communication open when discussing these areas of overlap, and staff should be educated regarding issues of confidentiality.

### Intake: Tenant Selection and Interviewing

- Service Staff Interview – focus on service history and current needs
- Management Interview – focus on ability to pay rent and meet obligations of tenancy
- Tenant Interview – focus on characteristics of a good neighbor
- Common Concerns: Who makes the final decision? How much information can be shared from the service staff interview?

### Orientation of Incoming Tenants

- The service staff can help tenants with concrete needs around the move-in, such as: unpacking, getting familiar with the building routine and location of laundry, neighborhood resources, staff locations and responsibilities.
- Management orients tenants about building maintenance issues, fire drills, tenant meetings.

### Rent Payment & Arrears

- The service staff can provide tenants with assistance in paying their rent (budgeting, addressing cost of substance abuse treatment, vocational services, etc.).
- Management is usually responsible for collecting rent and addressing issues of rent arrears.
- Service and property management staff usually need to meet regularly to discuss plans for complementing each other's roles in dealing with rent arrears problems.

### Dealing with Nuisance and Disruptive Behaviors

- House rules are generally developed jointly by manage-

ment and service staff. Some basic rules may be developed by staff, and tenant input can be solicited to add or revise these. All staff can help promote healthy cultural norms for the building; often, the service staff helps structure these efforts.

- Property management's role is generally to issue warnings and notices of violations; the service staff tries to help the tenant correct the problem. It is also important to involve other tenants in creating a safe and enjoyable living environment.

### Procedures in Crises (e.g., psychiatric, medical, physical or fire)

Clear policies and procedures should be in place for dealing with disruptions. These should clearly spell out the chain of command in case of emergency, what information to provide to EMS, when to beep staff on call, what information to record and how.

### Tenant Grievance Procedures

Staff and tenants should be aware of systems for evaluating the program and the services given. Management and service staff generally work on this together, with service staff informing tenants about procedures through individual case management meetings or tenant meetings.

### Tenant Council

Social Service staff often initially facilitates tenant meetings with the goal being to eventually have tenant-run meetings. Management is invited to these meetings when issues concern the building or maintenance.

### Community Building

Many issues mentioned above involve aspects of community building. The tenants as well as management and service staff are members of the building community and influence the culture of the community. Staff should be aware of trends in the community and plan strategies for positively influencing the culture.

## Support for your Desk Clerk: A Critical Player in your Building

*From a presentation by  
Irma Poe of Resources for  
Community Development,  
Berkeley, CA*



**W**ho is there when your residents are most likely to experience a crisis? Who are they likely to feel closest to or go to with information? Often it is not your service staff or a case manager. It may be the desk clerk, the maintenance staff or the night manager. This person is often among the lowest paid in your organization and may come from similar circumstances as your residents. He or she may even be your resident! Making sure this person is clear on his/her role, is properly trained for the job and feels supported is critical to the well-being of your tenants and your building.

Your building staff need training in many of the same areas as your case management staff. They need to understand the issues which may occur in your resident population. They also need to know what steps to take in a crisis — who they should call and when. As much as possible,

the immediate supervisor should be close at hand, especially during training, to ensure that line staff are performing the tasks of the job, treating tenants with respect and dignity, and referring tenants to the appropriate source to address concerns, complaints, questions or requests. For example, if a tenant comes to the desk clerk with a personal crisis, the person should be supportive but should encourage the tenant to seek help from the case manager, counselor or other staff. In some cases, if someone is in danger or their stay in your housing is threatened, the desk clerk may be required to tell someone. Making sure the building line staff know their obligations to seek help can be a great relief to them — they are not responsible for handling your tenants' crises alone. ■

*For more information, call Irma Poe at  
(510) 841-4410 or email [ResComDev@aol.com](mailto:ResComDev@aol.com)*

## How to Cultivate Tenant Leadership

**R**esources for Community Development (RCD), a nonprofit housing developer in Berkeley, California, includes in its strategic plan the goal to facilitate and support the development of resident leadership skills and resident involvement in RCD's activities and governance structure. To meet this goal, RCD takes a number of steps that cultivate tenant leadership, including:

- Advising all incoming residents during orientation of opportunities for community involvement, skill development and personal empowerment
- Ensuring property managers and service coordinators identify and reach out to resident leaders to advise them of training opportunities for skill development
- Encouraging the creation of a community newsletter by and for residents and resident contributions to the agency newsletter and other community media
- Appointing residents to help with property management activities necessary for safety and security (fire drills, disaster planning, CPR/first aid training)
- Creating a Resident Council at every RCD property, based on democratic principles and with membership open to all residents
- Forming a Resident Board made up of one or more elected representatives from each Resident Council
- Providing one or more dedicated seats on RCD's Board of Directors to elected representatives of the new Resident Board
- Providing leadership training to tenants to cultivate leadership skills and enhance participation at all levels of the organization

### Why Should A Developer Facilitate Tenant Organizing?

- There are natural leaders in every tenant community; those leaders can be helped to develop their natural leadership skills: to mediate, help resolve conflicts, de-escalate tensions, participate in the decision-making process as it affects tenants and help management create positive communities respectful of the needs, issues and interests of the populations housed.
- Tenant Selection: Trained tenant leaders are excellent resources in the tenant selection process; they are effective at advising property management and support service staff of the ability of applicants to abide by the leasing agreement, due to the personal histories they share with applicants. Tenant leaders are also effective in helping orient new tenants to the services, activities, rules and regulations of their new housing environments.
- Peer Support: Tenants are each others' best support (or threat); regardless of how competent and effective property management and support service staff are, it is their neighbors that many tenants turn to, especially in crisis, and it is their neighbors who best model what behavior is acceptable in that community. This is particularly true for tenants in recovery or attempting sobriety; the peer community often helps or hurts that individual's struggle with addictive behavior, and that peer community can model harm reduction techniques to help the struggling individual. This is also true with families, where neighbors help one another develop more effective parenting skills, and help neighbors and management address domestic violence issues.



- As advisors to management, skilled tenant leaders can help management to create rules and policies, in the development process and, ultimately, at the highest decision-making level (board), helping management set its agenda.

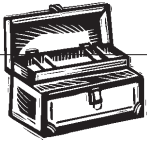
### **What to Expect**

Management facilitation of tenant organizing is a long process; true tenant organizing occurs when management allows the process to develop naturally (or takes the risk of creating rules and policies that cause tenants to organize to fight those rules and policies). The process of facilitating an organized body of tenants generally takes from six months to two years. This respects the needs of the communities RCD primarily serves: very low-income people, many of whom were formerly homeless, dually or triply diagnosed, and often with limited independent living skills. Tenants usually need at least six months to settle into housing, to begin addressing what were secondary issues (obtaining affordable housing was usually their primary issue). Studies of supportive housing (and my personal experience) indicate that it takes a stabilized tenant community about two years before they seriously become inter-

ested in working collectively, and to committing the time and energy necessary to develop leadership skills (meeting facilitation, effective outreach, taking and publishing meeting minutes, managing funds, articulating the concerns of their constituencies).

Providers must respect that this is a difficult process; initially inexperienced elected or appointed leaders may fight with management, particularly property management, in order to demonstrate their power, or in their opinion, effectively serve their constituencies. The staff should also expect peaks and lulls, as tenant leaders go in and out of recovery, obtain employment and/or seek training and vocational opportunities, move on or become complacent; the Tenant's Associations will be strong or weak at times. Providers must therefore be as committed to facilitating tenant organizing as a beneficial support service as it is to offering any special needs population the resources it needs to retain housing and maximize self-sufficiency. ■

*For more information on Tenant Leadership training, call Irma Poe, Resources for Community Development, Berkeley, CA (510) 841-4410 or email [ResComDev@aol.com](mailto:ResComDev@aol.com)*



# TOOLS

## A Sample Curriculum for Tenant Leadership Training

### **Session 1: Tenants' Association and Tenant Leaders**

Inform tenant participants about the value of a tenant association as a tool for tenants to deal with their concerns about their building and their community. Tenant associations may be involved in many areas including: tenant screening; reviewing house rules; social issues like program design and peer counseling; recreational events; and political issues such as building consensus around neighborhood land use, public safety or revitalization efforts.

### **Session 2: Affordable Housing Development**

Provide tenants with a basic overview of the affordable housing development and operation process including: pre-development, acquisition, construction, and management and operations.

### **Session 3: Leadership Skills**

Assist tenants to identify and develop the skills that leaders need to possess, including active listening, willingness to service the community/constituents, ability to create and effectively use meeting agendas, ability to document through meeting minutes, reports, proposals, outreach, ability to facilitate meetings and public speaking, cultural sensitivity, and respect for individual and group diversity.

### **Session 4: Agendas, Meetings, and Facilitation**

Provide an overview of the parts of an agenda and teach specific techniques for agenda development. Train in skills of meeting facilitation, including: setting goals for the meeting, determining who will perform meetings roles (such as facilitator, recorder) and how decisions will be made.

### **Session 5: Public Speaking and Group Facilitation**

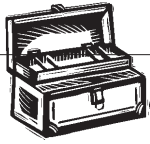
Go through a series of exercises in building meeting agendas and facilitating groups/meetings.

### **Session 6: Conflict Resolution, Mediation Skills, and Cultural Sensitivity**

Lead tenants through seven steps of resolving conflicts including setting the tone, getting information, agreeing on a definition of the problem, and reaching agreement on solutions. Discuss cultural differences and approaches to culturally sensitive leadership and community outreach.

### **Session 7: Conflict Resolution (Continued) and Review**

Further develop conflict resolution techniques, community outreach, and enhanced sensitivity to diverse populations. Wrap-up and review of previous sessions.



# TOOLS

## What Works (and What Doesn't Work) in Consumer Employment

*Adapted with permission from "The Active Ingredients in Achieving Competitive Employment for People with Psychiatric Disabilities: A Research Synthesis" by Priscilla Ridgway, MSW and Charles Rapp, Ph.D., University of Kansas, May 1998*

Employing tenants in your housing programs or assisting them to gain employment elsewhere requires good initial assessment, ongoing support, and responsiveness to individuals' strengths and needs. Not every tenant or client needs the same type of assistance, or has interests or abilities in the same type of work. Often agencies start in-house training or employment programs without building in sufficient support and flexibility, and then they are frustrated when their clients don't succeed. Many of the key elements of successful employment programs for homeless individuals are similar to those described in the following chart, which was developed as a tool for creating vocational services for people with psychiatric disabilities.

*For more information, contact Dr. Charles Rapp at (785) 864-4720 or email [charlier@ukans.edu](mailto:charlier@ukans.edu). This chart and additional tools and information on employment for people with psychiatric disabilities can be found in "A Technical Assistance Toolkit on Employment for People with Psychiatric Disabilities" published by the National Technical Assistance Center of the National Association of State and Mental Health Program Directors, Alexandria, VA, (703) 739-9333, or email [ntac@nasmhpd.org](mailto:ntac@nasmhpd.org)*



# TOOLS

## What Works (and What Doesn't Work) in Consumer Employment

	What Doesn't Work	What Does Work
<b>General Guidelines</b>	<ul style="list-style-type: none"> <li>• Discouraging some people from working</li> <li>• Encouraging only a select group to work</li> <li>• Linking work with relapse, seeing work as setting people up to fail</li> </ul>	<ul style="list-style-type: none"> <li>• Normalizing work, creating an atmosphere where anyone can work if they choose</li> <li>• Stating the benefits of work and encouraging success</li> <li>• Focusing on work as a program goal and outcome</li> </ul>
<b>Facilitation of Employment</b>	<ul style="list-style-type: none"> <li>• Elaborate training in job-seeking skills</li> <li>• Placing many steps in a process before job seeking, including programs, red tape, referrals, and other artificial roadblocks</li> <li>• Sheltered enclave-type employment as a step toward employment</li> </ul>	<ul style="list-style-type: none"> <li>• Practical assistance</li> <li>• Job leads and active job development</li> <li>• Making employment an integral part of rehabilitation and mental health services – the same workers, same team and same agency are helping the person to succeed at work</li> </ul>
<b>Emphasis on Consumer Preferences and Strengths</b>	<ul style="list-style-type: none"> <li>• Talking people into working or talking them out of working</li> <li>• Slotting them into pre-set jobs</li> <li>• Elaborate extended vocational assessment and processes of choice-making</li> </ul>	<ul style="list-style-type: none"> <li>• Providing rapid assistance when someone says he or she wants to work</li> <li>• Looking at people's personal interests along with stated desire to work</li> <li>• Trying to achieve a job and workplace environment that matches preferences</li> <li>• Creating jobs that match people's preferences</li> </ul>
<b>Ongoing Flexible, Individualized Support</b>	<ul style="list-style-type: none"> <li>• One kind of support that is given to all</li> <li>• Time-limited assistance just to acquire a job</li> <li>• Emphasis on the person's achieving "work-readiness"</li> </ul>	<ul style="list-style-type: none"> <li>• Ongoing, flexible, personally tailored supports like workplace accommodations, job coaching, supportive counseling, off-site assistance, on-site assistance, support groups linked to other community supports like medication monitoring, case management and housing</li> <li>• Ongoing assessment of support needs conducted after the person is in a job</li> <li>• Ongoing assessment of the workplace environment to improve person-environment fit</li> </ul>
<b>Replacement Assistance</b>	<ul style="list-style-type: none"> <li>• Discontinuing services soon after the person begins working</li> <li>• Viewing job-leaving as a failure</li> </ul>	<ul style="list-style-type: none"> <li>• Assisting the client to learn more about what she wants and does not want by working in real jobs</li> <li>• Building toward a better match between the person's strengths and desires and job characteristics</li> <li>• Assisting people to plan moves to better, more fulfilling jobs</li> </ul>



## Employing your Tenants: The Concierge is In

*Adapted from a presentation by  
Richard Harris of Central City  
Concern, Portland, OR*



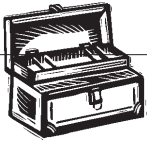
Central City Concern is a housing organization in Portland, OR that is committed to workforce development for its tenants, within and outside of the organization. It has developed many ways for residents to be employed, including a painting and repair business that services its own apartments at turnover as well as those of private landlords in the community.

At its Rose Wood Apartments, Central City Concern created two “concierge” positions for residents. The concierge is available to attend to tenant needs and keeps an eye on the building. The concierges have become an integral part of the community life at Rose Wood; in addition to their duties, they have taken on organizing social activities for the building.

On Sunday mornings, they host a New York Times reading session complete with coffee, croissants and a crossword-puzzle contest.

The concierge positions are advertised in the building. A committee of tenants and the property manager interview and select applicants for the positions. Central City Concern pays a monthly stipend equal to about \$8.00 an hour, and they make sure that this stipend does not threaten the residents’ medical benefits. Recently, Rose Wood Apartments won a special award, and one of the concierges traveled to Washington D.C. to accept the prize. ■

*For more information, call Richard Harris at  
(503) 294-1681 or email [richardh@transport.com](mailto:richardh@transport.com)*



# TOOLS

## Job Description

### TITLE: Concierge

**Reports to:** Manager, Rose Wood Apartments Alcohol and Drug Free Community (ADFC)

### General Description:

Two individuals who are responsible for assisting the Manager of the Rose Wood Apartments to maintain a clean and safe living facility for residents and their guests and for providing intervention services to residents of the complex.

### Description of Duties:

1. Assist the Rose Wood ADFC Manager in maintaining a decent, safe and sober living environment for all residents.
2. Provide service information and assist residents with access to services.
3. Assist with interventions with residents when necessary.
4. In the event of emergencies, call on appropriate community resources.
5. As on-site presence, provide security during hours when regular staff is not on duty so that there is no interference with the quiet enjoyment of the complex by residents.
6. Serve as a role model for residents of the Rose Wood ADFC.
7. Other duties which may be assigned by the Rose Wood ADFC Manager.

### Skills and Abilities:

1. Ability to interact successfully and cooperatively with a wide variety of people, including residents, staff, and the general public.
2. Ability to communicate clearly and concisely, both orally and in writing.
3. Knowledge of and physical ability to deal with a combative individual.
4. Knowledge of de-escalation methods or ability to be trained in de-escalation methods.
5. Ability to work in an environment where people may be hostile or abusive.
6. Ability to manage time and meet deadlines.
7. Ability to maintain accurate records and necessary paperwork.
8. Ability to learn and apply training instruction.

### Minimum Qualifications:

1. Must be a resident of the Rose Wood Apartments.
2. Must have a stated commitment to sober living.
3. If a recovering chemically dependent person, must have a minimum of one year sobriety and be participating in an on-going program of recovery.
4. May be required to pass a pre-employment drug screen.
5. Physical ability to bend, stoop, kneel, squat, twist, reach, pull and lift heavy objects.
6. Ability to effectively interact with persons with diverse cultural and ethnic backgrounds, religious views, lifestyles and sexual orientations, treating each individual with respect and dignity. ■

## Employing your Tenants: Gardening Angels

*From a presentation and materials by Elizabeth Brickhouse of F.O.R.kids, Norfolk, VA*



The Gardening Angels program is a landscaping program owned and operated by F.O.R.kids, Inc. in Norfolk, Virginia. Gardening Angels gives homeless and formerly homeless struggling families the opportunity to work for additional income, gain new job skills and receive extensive support services such as transportation and day care.

Participants begin working at level two and earn credits (at a rate equivalent to \$5.50 an hour) that can go toward housing, utilities, driving-related expenses (license, fines, insurance, etc.), automobile purchase, and medical bills. Once they have completed six months with intensive services, they can remain in the program and be hired as full- or part-time workers at \$7.00 an hour (with a \$1.00 bad weather bonus). Those who join as full-time staff also get full benefits. Several former participants have gone into the field of landscaping, while others have substantially improved their employment potential through the experience and employability training.

The Gardening Angels promoted themselves at first by cleaning up a neighborhood eyesore outside their own offices and putting in a flower bed. The local newspaper published an article highlighting the program. Today, the Gardening Angels work is in high demand; customers include individual households, churches, businesses and the city's downtown. Most work is lawn care, though the downtown

effort involves the planting and maintenance of 90 large planters.

F.O.R.kids learned a lot in launching Gardening Angels and had to face many significant challenges, including:

- To define the employment rules regarding staff who are also clients, they developed three clear descriptions of client-staff levels.
- Some client/staff tended to ignore their job with Gardening Angels, considering it insignificant. As a result, F.O.R.kids hired more full-time staff, intensified training, and increased incentives and benefits.
- Finding a Landscaping Supervisor was difficult! Those who are successful have their own businesses and earn a much higher salary.
- At first, other emergency shelters had a difficult time buying into the concept. They tackled this one by aggressively visiting the shelters and having a Gardening Angel participant talk to shelter residents.

Gardening Angels doesn't pay for itself yet, but it earns the match needed for the HUD services grant. And they may still branch out with other activities — like selling Christmas trees next winter. ■

*For more information, call Elizabeth Brickhouse at (757) 622-6400 or email [lizb@for-kids.org](mailto:lizb@for-kids.org).*

# A Challenge *to Placemakers*

Our primary goal in developing this report was to provide you, the placemaker, with useful ideas, tips, thoughts, tools, concepts, examples, motivation, insights, and resources. Further, we hoped to capture for you a sense of the innovation and practicality of the model practices presented and the ingenuity and persistence of the hundreds of providers and agencies that attended the conferences. What people have done with limited resources and abundant love is astonishing.

The real question is, where do we go from here? Plenary speakers and policy discussions alike referenced the multiple factors that contribute to an individual's or family's homelessness. With so many causes there can be no simple answer. As Fred Karnas points out, we must address the full array of needs that result from displacement and homelessness. In each of our communities we must weave together short-term responses and long-term solutions so that we can both meet the full range of needs of our multiple homeless populations and help to prevent future displacement and homelessness from occurring.

Throughout this guide we've repeatedly asked you to plan ahead, think strategically, remember the dual bottom lines, forge partnerships, engage community

members, involve consumers, and seek new resources. This final note, then, is on reflection. We encourage you to take some time to appraise the approaches that have been taken in your community, both those embarked upon by your own agency and those that others have developed. Carefully assess their strengths and weaknesses. Celebrate your successes, and strive to recreate them. Evaluate your failures and endeavor to understand them. Look to the future and let your creativity flow. Become a placemaker!

The only way that we as homeless housing and service providers, dedicated community members, and government representatives will live to see an end to homelessness in our communities is if we can each learn to see ourselves as visionaries and leaders. Speaker after speaker addressed the efficacy of building strong coalitions and advocacy efforts based in our existing networks of colleagues, friends, congregations and neighborhoods. We each already know enough people to impact local decision making! These materials and tools offer guidance on how to structure and succeed in developing and operating supportive housing. Our next step is to build thousands of local movements of placemakers across the country to create permanent, safe and affordable housing for all members of our communities.■

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# Getting *More Help*

**D**eveloping and operating housing for homeless people is a challenging but rewarding undertaking. Whether you develop in Chicago, IL, Portland, OR, or Uniontown, PA, the steps we have outlined in this book are essential and unavoidable: you must plan, you must find partners (or at least supporters), you must design, you must raise money, you must obtain jurisdictional approvals and pass community scrutiny, you must build, and you must operate the program and the building well for the foreseeable future.

But no two projects are alike, and nothing can substitute for the expertise gained from working through the many hurdles and surprises inherent in any project. Experience is the best teacher. With that in mind, we have included a list of resources that you can use for specific guidance and assistance with the unique challenges you may face. These resources include published books and manuals, web sites and technical assistance organizations. They also include the contributors to this book, each of whom has been a key player in one or more projects to house homeless people in their communities. ■



## Publications

### Housing

#### **Opting In: Renewing America's Commitment to Affordable Housing** (1999)

HUD USER, PO Box 6091  
Rockville, MD 20850  
(800) 245-2691, (301) 519-5767 fax  
[www.huduser.org](http://www.huduser.org)

#### **Rural Rental Housing: HAC's 1999 State of the Nation's Rural Housing Report**

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
[hac@ruralhome.org](mailto:hac@ruralhome.org), [www.ruralhome.org](http://www.ruralhome.org)  
<http://www.ruralhome.org/pubs/hsganalysis/SNRH/rental/toc.htm>

#### **State of the Cities 2000: Megaforces Shaping the Future of the Nation's Cities**

HUD USER, PO Box 6091  
Rockville, MD 20850  
(800) 245-2691, (301) 519-5767 fax  
[www.huduser.org](http://www.huduser.org)  
<http://www.huduser.org/publications/pdf/socrpt.pdf>

#### **State of the Nation's Housing 1999**

Joint Center for Housing Studies of Harvard University  
79 John F. Kennedy Street  
Cambridge, MA 02138  
(617) 495-7908, (617) 496-9957 fax  
[www.gsd.harvard.edu/jcenter](http://www.gsd.harvard.edu/jcenter)

### Housing - Advocacy

#### **2000 Advocate's Guide to Housing and Community Development Policy** (2000)

National Low Income Housing Coalition (NLIHC)  
1012 14th St, NW, Ste 610  
Washington, DC 20005  
(202) 662-1530, (202) 393-1973 fax  
[info@nlihc.org](mailto:info@nlihc.org), [www.nlihc.org](http://www.nlihc.org)  
<http://www.nlihc.org/advocates/00.html>

#### **Homeownership for People with Disabilities**

(Opening Doors, December 1998;  
Issue 6) Technical Assistance Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
[info@tacinc.org](mailto:info@tacinc.org), [www.tacinc.org](http://www.tacinc.org)  
<http://www.c-c-d.org/od-dec98.htm>  
<http://www.tacinc.org/od/Issue6.pdf>

#### **Housing Crisis for People with Disabilities**

(Opening Doors, May 1999;  
Issue 7) Technical Assistance Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
[info@tacinc.org](mailto:info@tacinc.org), [www.tacinc.org](http://www.tacinc.org)  
<http://www.c-c-d.org/od-may99.htm>  
<http://www.tacinc.org/od/Issue7.pdf>

#### **In the Center of the Ring: A Guide for HIV Housing Advocates on How to Improve Your Act** (1998)

AIDS Housing Corporation (AHC)  
29 Stanhope Street  
Boston MA 02116  
(617) 927-0088 x27, (617) 927-0852 fax  
[www.ahc.org](http://www.ahc.org)

### Housing - Affordability

#### **Failing Grade: A Report Card on the Affordable Housing System's Response to the Needs of People with Disabilities** (2000)

Technical Assistance Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
[info@tacinc.org](mailto:info@tacinc.org), [www.tacinc.org](http://www.tacinc.org)  
<http://www.tacinc.org/AFailingGrade.htm>

#### **Housing America's Working Families** (2000)

New Century Housing, 1(1) : 1-48,  
June 2000



Center for Housing Policy  
815 15th St, NW, Ste 538  
Washington, DC 20005  
(202) 393-5772, (202) 393-5656 fax  
chp@nhc.org  
<http://www.nhc.org/chprpt.pdf>

**Locked Out! California's Affordable Housing Crisis** (2000)  
California Budget Project  
921 11th St, Ste 502  
Sacramento, CA 95814  
(916) 444-0500, (916) 444-0172 fax  
cbp@cbp.org, www.cbp.org  
<http://www.cbp.org/reports/r0005loc.html>  
<http://www.cbp.org/adobe/reports/r0005loc.pdf>

**Out of Reach: The Gap Between Housing Costs and Income of Poor People in the United States** (1999)  
National Low Income Housing Coalition (NLIHC)  
1012 14th St, NW, Ste 610  
Washington, DC 20005  
(202) 662-1530, (202) 393-1973 fax  
info@nlihc.org, www.nlihc.org  
<http://www.nlihc.org/or99/index.htm>

**Priced Out in 1998: The Housing Crisis for People with Disabilities**  
Technical Assistance Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/priced%20out.pdf>

**Rental Housing Assistance - The Worsening Crisis: Report to Congress on Worst Case Housing Needs** (1999)  
HUD USER  
PO Box 6091  
Rockville, MD 20850  
(800) 245-2691, (301) 519-5767 fax  
www.huduser.org  
<http://www.huduser.org/publications/affhsg/worstcase00/index.html>  
<http://www.huduser.org/publications/affhsg/worstcase00/worstcase00.pdf>

**Waiting in Vain: Update on America's Rental Housing Crisis** (1999)  
HUD USER  
PO Box 6091  
Rockville, MD 20850  
(800) 245-2691, (301) 519-5767 fax  
www.huduser.org  
<http://www.huduser.org/publications/affhsg/waiting/contents.html>

**Widening the Gap: New Findings on Housing Affordability in America** (1999)  
HUD USER  
PO Box 6091  
Rockville, MD 20850  
(800) 245-2691, (301) 519-5767 fax  
www.huduser.org  
<http://www.hud.gov/pressrel/afford/afford.html>

## Housing - Employment

**From Welfare to Work: Using HUD's Programs to Help Families in Transition** (1999)  
HUD USER  
PO Box 6091  
Rockville, MD 20850  
(800) 245-2691, (301) 519-5767 fax  
www.huduser.org  
<http://www.huduser.org/publications/pdf/w2w.pdf>

**Landlord, Service Provider, and Employer: Hiring and Promoting Tenants at Lakefront SRO** (2000)  
Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Next Step: Jobs Initiative Cost-Effectiveness Analysis (Final Report)** (1999)  
Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Next Wave: Employing People with Multiple Barriers to Work** (2000)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://www.csh.org/nextwave-final.pdf>

**Vocationalizing the Home Front: Promising Practice in Place-Based Employment** (2000)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://www.csh.org/vocationalizing-final.pdf>

**Work in Progress 2: An Interim Report on Next Step: Jobs**

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Work in Progress: An Interim Report from the Next Step: Jobs Initiative** (1997)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

### Housing - Operations

**Doing it Best: The Practice of Supportive Housing for Persons with HIV/AIDS in Massachusetts** (1997)

AIDS Housing Corporation (AHC)  
29 Stanhope Street  
Boston MA 02116  
(617) 927-0088 x27, (617) 927-0852 fax  
www.ahc.org

**HIV and Homeless Shelters: Policy and Practice** (1999)

American Civil Liberties Union (ACLU)  
AIDS Project  
[http://www.aclu.org/issues/gay/hiv\\_homeless.html](http://www.aclu.org/issues/gay/hiv_homeless.html)

**HIV/AIDS and Homelessness: Recommendations for Clinical Practice and Public Policy** (1999)

National Health Care for the Homeless Council, Health Care for the Homeless Clinicians' Network  
PO Box 60427  
Nashville, TN 37206-0427  
(615) 226-2292, (615) 226-1656 fax  
council@nhchc.org or network@nhchc.org  
www.nhchc.org  
<ftp://158.72.84.9/ftp/hab/printhiv.pdf>

**Managing Housing for Low-Income Persons with AIDS: Issues and Responses for Nonprofit Housing Priorities** (1994)

West Hollywood Community Housing Corporation  
8285 Sunset Blvd., Ste 3  
West Hollywood, CA 90046  
(323) 650-8771

**Operations Manager's Workbook** (1998)

Bailey House, Inc., Technical Assistance and Program Evaluation Department, 275 Seventh Ave, 12th Floor  
New York, NY 10001  
(212) 633-2500, (212) 633-2932 fax  
www.baileyhouse.org

**Program Director's Workbook: Tools for Implementing HIV Supportive Housing (A Companion to Doing It Best)** (1999)

AIDS Housing Corporation (AHC)  
29 Stanhope Street  
Boston MA 02116  
(617) 927-0088 x27, (617) 927-0852 fax  
www.ahc.org

**Providing Services in Supportive Housing**

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://www.csh.org/providing.pdf>

**Accessible Housing for People with Disabilities**

(Opening Doors, June 2000;  
Issue 10) Technical Assistance  
Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108,  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/od-june00.htm>  
<http://www.tacinc.org/od/Issue10.pdf>

**Housing - Planning/Development****Affordable Housing in Your Community: What You Need to Know! What You need to Do!**

(Opening Doors, September 1999;  
Issue 8) Technical Assistance  
Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/od-sept99.htm>  
<http://www.tacinc.org/od/Issue8.pdf>

**Assessing Local Housing Needs: A Guide for Rural Communities** (1992)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**Bank-Ability: A Practical Guide to Real Estate Financing for Nonprofit Developers** (1996)

Community Development Research Center  
New School University  
66 Fifth Avenue  
New York, NY 10011  
(212) 229-5414

**Between the Lines: A Question and Answer Guide on Legal Issues in Supportive Housing** (2000)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://www.csh.org/pubs.html>

**Beyond Housing: Profiles of Low-Income, Service-Enriched Housing for Special Needs Populations and Property Management Programs** (1997)

Enterprise Foundation  
10227 Wincopin Circle, Suite 500  
Columbia, MD 21044-3400  
(410) 964-1230, (410) 964-1918 fax  
www.enterprisefoundation.org

**Breaking New Ground: Developing Innovative AIDS Care Residences** (1993)

AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org, www.aidshousing.org

**CDBG: An Action Guide to the Community Development Block Grant Program** (1998)

Center for Community Change (CCC)  
1000 Wisconsin Ave, NW  
Washington, DC 20007  
(202) 342-0594, (202) 333-5462 fax  
publications@communitychange.org  
www.communitychange.org  
<http://www.communitychange.org/publications/cdbg.pdf>

**Challenging Choices: Housing Development 101**

(Opening Doors, December 1999;  
Issue 9) Technical Assistance  
Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/od-dec99.htm>  
<http://www.tacinc.org/od/Issue9.pdf>

**Changing Needs, Changing Solutions: An Assessment of Supportive Housing for People with HIV/AIDS in Connecticut** (1999)

Connecticut AIDS Residence Coalition (CARC)  
56 Arbor Street  
Hartford, CT 06106  
(860) 231-8212, (860) 231-9745  
carc1@earthlink.net  
<http://caho.aegis.com/index.html>

**Combining Funding Sources for Rural Housing Development** (1999)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org  
<http://www.ruralhome.org/pubs/development/funding/combiningfunding.htm>

**Connecticut Supportive Housing Demonstration Program: Program Evaluation Report** (1999)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Consolidated Plan (ConPlan): A Key to Expanding Housing for People with Disabilities**

(Opening Doors, December 1997;  
Issue 3) Technical Assistance  
Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/Issue3/index.html>

**Creating Housing and Supports for People Who Have Serious Mental Illnesses** (1994)

Technical Assistance Collaborative,  
Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org

**Developing Affordable Housing: A Practical Guide for Nonprofit Organizations** (1999)

John Wiley & Sons, Inc.  
605 Third Avenue  
New York, NY 10158-0012  
(212) 850-6011, (212) 850-6008 fax

**Developing and Managing Supportive Housing**

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://www.csh.org/developing.pdf>

**Fair Housing Violations Cases in Nonmetro and Metro Counties** (1998)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**Federal Fair Housing Protections for People with Disabilities**

(Opening Doors, September 1998;  
Issue 5) Technical Assistance  
Collaborative, Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/od-sept98.htm>  
<http://www.tacinc.org/od/Issue5.pdf>

**Federal Housing Resource Guide** (1999)

Technical Assistance Collaborative,  
Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108  
(617) 742-5657, (617) 742-0509 fax  
info@tacinc.org, www.tacinc.org  
[http://www.c-c-d.org/housing\\_guide.html](http://www.c-c-d.org/housing_guide.html)

**Financing AIDS Housing** (1998)

AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org, www.aidshousing.org

**Guide to Continuum of Care Planning and Implementation** (1999)

U.S. Department of Housing and Urban  
Development (HUD); AIDS Housing of  
Washington (AHW)  
2025 First Avenue, Ste 420

Seattle, WA 98121  
 (206) 448-5242, (206) 441-9485 fax  
[info@aidshousing.org](mailto:info@aidshousing.org), [www.aidshousing.org](http://www.aidshousing.org)  
<http://www.hud.gov/cpd/cont/gcoc.html>

**Guide to Developing Supportive Housing Programs: The Scatter Site Model** (1998)

Bailey House, Inc., Technical Assistance and Program Evaluation Department  
 275 Seventh Ave, 12th Floor  
 New York, NY 10001  
 (212) 633-2500, (212) 633-2932 fax  
[www.baileyhouse.org](http://www.baileyhouse.org)

**Housing in Rural America: Building Affordable and Inclusive Communities** (1999)

Sage Publications, Inc.  
 2455 Teller Road, Thousand Oaks  
 CA 91320  
[order@sagepub.com](mailto:order@sagepub.com)

**HUD'S Consolidated Plan: An Action Guide for Involving Low Income Communities** (1998)

Center for Community Change (CCC)  
 1000 Wisconsin Ave, NW  
 Washington, DC 20007  
 (202) 342-0594, (202) 333-5462 fax  
[publications@communitychange.org](mailto:publications@communitychange.org),  
[www.communitychange.org](http://www.communitychange.org),  
<http://www.communitychange.org/publications/conplan.pdf>

**Influencing Affordable Housing Decisions in Your Community**

(Opening Doors, September 1997; Issues 2) Technical Assistance Collaborative, Inc. (TAC)  
 One Center Plaza, Ste 310  
 Boston MA 02108  
 (617) 742-5657, (617) 742-0509 fax  
[info@tacinc.org](mailto:info@tacinc.org), [www.tacinc.org](http://www.tacinc.org)  
<http://www.c-c-d.org/odoor-nl.html>  
<http://www.tacinc.org/od/Issue2.pdf>

**Linking Rural Housing and Social Services: Case Studies** (1998)

Housing Assistance Council (HAC)  
 1025 Vermont Ave NW, Ste 606

Washington, DC 20005  
 (202) 842-8600, (202) 347-3441 fax  
[hac@ruralhome.org](mailto:hac@ruralhome.org), [www.ruralhome.org](http://www.ruralhome.org)

**Nonprofit/For-Profit Joint Ventures in Rural Affordable Housing: Case Studies** (1997)

Housing Assistance Council (HAC)  
 1025 Vermont Ave NW, Ste 606  
 Washington, DC 20005  
 (202) 842-8600, (202) 347-3441 fax  
[hac@ruralhome.org](mailto:hac@ruralhome.org), [www.ruralhome.org](http://www.ruralhome.org)

**Out of Sight - Out of Mind? A Report on Anti-Homeless Laws, Litigation and Alternatives in 50 United States Cities** (1999)

National Law Center on Homelessness and Poverty  
 1411 K Street NW, Suite 1411  
 Washington, DC 20005  
 (202) 638-2535, (202) 628-2737 fax  
[nlchp@nlchp.org](mailto:nlchp@nlchp.org), [www.nlchp.org](http://www.nlchp.org)

**Piecing It All Together in Your Community: Playing the Housing Game** (1999)

Technical Assistance Collaborative, Inc. (TAC)  
 One Center Plaza, Ste 310  
 Boston MA 02108  
 (617) 742-5657, (617) 742-0509 fax  
[info@tacinc.org](mailto:info@tacinc.org), [www.tacinc.org](http://www.tacinc.org)  
<http://www.tacinc.org/ConPlan.htm>

**Positive Housing: Guidelines for the Design and Finish of HIV/AIDS Housing**

AIDS Housing Corporation (AHC)  
 29 Stanhope Street  
 Boston MA 02116  
 (617) 927-0088 x27, (617) 927-0852 fax  
[www.ahc.org](http://www.ahc.org)

**Primer for Beginning Rural Housing Developers** (1995)

Housing Assistance Council (HAC)  
 1025 Vermont Ave NW, Ste 606  
 Washington, DC 20005  
 (202) 842-8600, (202) 347-3441 fax  
[hac@ruralhome.org](mailto:hac@ruralhome.org), [www.ruralhome.org](http://www.ruralhome.org)



**Program-Related Investments:  
A Guide to Funders and Trends** (1995)

Foundation Center  
79 Fifth Avenue  
New York, New York 10003-3076  
(800) 424-9836

**Rural AIDS Housing** (1998)

AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org, www.aidshousing.org

**Service Enriched Housing Design  
Manual** (1994)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Service-Enriched Housing: Models  
and Methodologies** (1998)

Beyond Shelter  
3255 Wilshire Blvd, Ste 815  
Los Angeles, CA 90010  
(213) 637-9249, (213) 480-0846 fax  
institute@beyondshelter.org  
www.beyondshelter.org

**Supportive Housing and Its Impact  
on the Public Health Crisis of  
Homelessness** (2000)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://csh.org/supportiveimpact-final.pdf>

**Third National HIV/AIDS Housing  
Conference Report: New Strategies  
for a Changing Environment** (1999)

AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org  
www.aidshousing.org

**Transitional Housing: A Bridge  
to Stability & Self-Sufficiency** (1998)

HomeBase/The Center for Common  
Concerns  
870 Market St, Ste 1228  
San Francisco, CA 94102  
(405) 788-7961, (415) 788-7965 fax

**Under One Roof: Lessons Learned  
from Co-locating Overnight,  
Transitional and Permanent Hous-  
ing at Deborah's Place II** (1998)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Understanding Permanent  
Supportive Housing** (1997)

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Use of HOME in Rural Areas** (1998)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**Utilizing the Low Income Housing Tax  
Credit for Rural Rental Projects: A  
Guide for Nonprofit Developers** (1997)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**Housing - Planning/Development -  
NIMBY**

**Access Delayed, Access Denied: Local  
Opposition to Housing and Services  
for Homeless People Across the United  
States** (1997)

National Law Center on Homelessness  
and Poverty  
1411 K Street NW, Suite 1411

Washington, DC 20005  
(202) 638-2535, (202) 628-2737 fax  
nlchp@nlchp.org, www.nlchp.org

**Building Inclusive Community:  
Tools to Create Support for Affordable  
Housing** (1996)

HomeBase/The Center for Common  
Concerns  
870 Market St, Ste 1228  
San Francisco, CA 94102  
(405) 788-7961, (415) 788-7965 fax

**Fair Housing, the Zoning Process, and  
Land Use Politics in Rural Areas** (1998)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**Homelessness, AIDS, and Stigma-  
tization: The NIMBY Syndrome in  
the United States at the End of the  
Twentieth Century** (1998)

Oxford University Press Inc.  
New York

**Neighborhood Divided: Commu-  
nity Resistance to an AIDS Care  
Facility** (1999)

Cornell University Press, Sage House  
512 East State Street  
Ithaca, NY 14850

**Siting of Homeless Housing and  
Services: Best Practices for Com-  
munity Acceptance** (1999)

Non-Profit Housing Association of  
Northern California (NPH)  
369 Pine Street, Ste 350  
San Francisco, CA 94104  
(415) 989-8160, (415) 989-8166 fax  
www.nonprofithousing.org

**Housing - Planning/Development -  
Partnerships/Collaboration**

**Forming an Effective Supportive  
Housing Consortium**

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor

New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org  
<http://www.csh.org/forming.pdf>

**Not a Solo Act: Creating Successful  
Partnerships to Develop & Operate  
Supportive Housing**

Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor  
New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

**Nonprofit Agencies**

**Accounting and Financial Operations  
for Nonprofits in Rural Housing** (1997)

Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**Blueprint for a Capital Campaign:  
An Introduction for Board Members,  
Volunteers and Staff** (1997)

CPG Enterprises  
PO Box 199  
Shaftsbury, VT 05262  
(802) 862-0327

**Board of Directors (Compilation  
of Kim Klein articles from The  
Grassroots Fundraising Journal)** (2000)

Chardon Press  
3781 Broadway  
Oakland, CA 94611  
(510) 596-8160, (510) 596-8822 fax  
chardon@chardonpress.com  
www.chardonpress.com,

**e-Philanthropy, Volunteerism,  
and Social Changemaking: A New  
Landscape of Resources, Issues,  
and Opportunities** (2000)

W.K. Kellogg Foundation  
One Michigan Ave E  
Battle Creek, MI 49017-4058  
(616) 968-1611, (616) 968-0413 fax  
www.wkkf.org  
<http://www.wkkf.org/Publications/e-phil.pdf>



**Guide to Fundraising for Rural Housing Nonprofits: Strategies for Raising Operating Funds** (1998)  
HAC (Housing Assistance Council)  
Technical Series, April, 1998  
Housing Assistance Council (HAC)  
1025 Vermont Ave NW, Ste 606  
Washington, DC 20005  
(202) 842-8600, (202) 347-3441 fax  
hac@ruralhome.org, www.ruralhome.org

**How - and Why- to Influence Public Policy: An Action Guide for Community Organizations** (1996)  
Community Change, Winter 1996; 17  
Center for Community Change (CCC)  
1000 Wisconsin Ave, NW  
Washington, DC 20007  
(202) 342-0594, (202) 333-5462 fax  
publications@communitychange.org  
www.communitychange.org  
<http://www.communitychange.org/publications/CCCNews17.pdf>

**How to Tell and Sell Your Story (Part 2): A Guide to Developing Effective Messages and Good Stories About Your Work** (1998)  
Community Change (Special Issue),  
Spring 1998; 20.  
Center for Community Change (CCC)  
1000 Wisconsin Ave, NW  
Washington, DC 20007  
(202) 342-0594, (202) 333-5462 fax  
publications@communitychange.org  
www.communitychange.org  
<http://www.communitychange.org/publications/CCCNews20.pdf>

**Leaders Who Make a Difference: Essential Strategies for Meeting the Nonprofit Challenge** (1999)  
Jossey-Bass Inc., Publishers  
350 Sansome Street  
San Francisco, CA 94104

**Time to Build Up: Strengthening the Foundation of Supportive Housing** (1998)  
Corporation for Supportive Housing (CSH)  
50 Broadway, 17th Floor

New York, NY 10004  
(212) 986-2966 x500, (212) 986-6552 fax  
information@csh.org, www.csh.org

## Public Housing

**Public Housing and Persons Living with AIDS: A Guide for Public Housing Authorities** (1997)  
AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org, www.aidshousing.org

**Public Housing: A Consumer Guide for Persons Living with AIDS** (1995)  
AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org, www.aidshousing.org

**Public Housing: A Guide for AIDS Service Organizations, Caseworkers and AIDS Advocates** (1997)  
AIDS Housing of Washington (AHW)  
2025 First Avenue, Ste 420  
Seattle, WA 98121  
(206) 448-5242, (206) 441-9485 fax  
info@aidshousing.org, www.aidshousing.org

**Residents' Guide to the New Public Housing Authority Plans: Action Guide to Public Housing (Part 1)** (1999)  
Center for Community Change (CCC)  
1000 Wisconsin Ave, NW  
Washington, DC 20007  
(202) 342-0594, (202) 333-5462 fax  
publications@communitychange.org  
www.communitychange.org  
<http://www.communitychange.org/publications/planbooklast.pdf>

**Section 8 Certificate and Voucher Programs**  
(Opening Doors, April 1998; Issue 4)  
Technical Assistance Collaborative,  
Inc. (TAC)  
One Center Plaza, Ste 310  
Boston MA 02108

(617) 742-5657, (617) 742-0509 fax  
 info@tacinc.org, www.tacinc.org  
<http://www.c-c-d.org/odoors.html>  
<http://www.tacinc.org/od/Issue4.pdf>

### Reports to Congress

#### **Homelessness: Barriers to Using Mainstream Programs** (2000)

United States General Accounting Office (GAO)  
 PO Box 37050  
 Washington, DC 20013  
 (202) 512-6000, (202) 512-6061 fax  
 info@www.gao.gov, www.gao.gov  
*(Go to www.gao.gov and search for report number RCED-00-184)*

#### **Homelessness: Coordination and Evaluation of Programs Are Essential** (1999)

United States General Accounting Office (GAO)  
 PO Box 37050  
 Washington, DC 20013  
 (202) 512-6000, (202) 512-6061 fax  
 info@www.gao.gov, www.gao.gov  
*(Go to www.gao.gov and search for report number RCED-99-49)*

#### **Homelessness: Grant Applicants' Characteristics and Views of the Supportive Housing Program** (1999)

United States General Accounting Office (GAO)  
 PO Box 37050  
 Washington, DC 20013  
 (202) 512-6000, (202) 512-6061 fax  
 info@www.gao.gov, www.gao.gov  
*(Go to www.gao.gov and search for report number RCED-99-239)*

#### **Homelessness: State and Local Efforts to Integrate and Evaluate Homeless Assistance Programs** (1999)

United States General Accounting Office (GAO), PO Box 37050  
 Washington, DC 20013  
 (202) 512-6000, (202) 512-6061 fax  
 info@www.gao.gov, www.gao.gov  
*(Go to www.gao.gov and search for report number RCED-99-178)*

#### **Public Housing: Impact of Designated Public Housing on Persons with Disabilities** (1998)

United States General Accounting Office (GAO)  
 PO Box 37050  
 Washington, DC 20013  
 (202) 512-6000, (202) 512-6061 fax  
 info@www.gao.gov, www.gao.gov  
*(Go to www.gao.gov and search for report number RCED-98-160)*

### Housing - Planning/Development

#### **Homelessness: Programs and the People They Serve (Findings of the National Survey of Homeless Assistance Providers and Clients)** (1999)

HUD USER  
 PO Box 6091  
 Rockville, MD 20850  
 (800) 245-2691, (301) 519-5767 fax  
 www.huduser.org  
[http://www.huduser.org/publications/homeless/homeless\\_tech.html](http://www.huduser.org/publications/homeless/homeless_tech.html)  
<http://www.huduser.org/publications/homeless/homelessness/contents.html>

#### **Practical Methods for Counting Homeless People (HUD-005970)** (1992)

HUD USER (Document Reproduction Service)  
 PO Box 6091  
 Rockville, MD 20850  
 (800) 245-2691, (301) 519-5767 fax  
 www.huduser.org

## Best of the Web

### Federal Government

#### Health Resources and Services Administration (HRSA)

<http://www.hrsa.dhhs.gov>

Provides overview of programs, grants and contracts information, staff directory, and press releases and publications. Includes access to the Division of HIV Services (DHS), information about Ryan White CARE Act legislation and funds, and searchable staff directory.

#### U.S. Department of Housing and Urban Development (HUD)

<http://www.hud.gov>

Your entry into the U.S. Department of Housing and Urban Development. Includes the latest HUD news releases, information on programs and initiatives, and links to HUD staff directory and a variety of other resources.

### Homeless

#### HOMELESS Home Page

<http://csf.colorado.edu/homeless>

Hosted by Communications for a Sustainable Future (CSF) at the University of Colorado, Boulder, this web site contains archives from the HOMELESS global electronic discussion list and database. The database includes research papers, bibliographies, statistical information, fundraising ideas, program and service provider information, links to related sites on the Internet, and a global news service with text from several homeless newspapers.

#### National Coalition for the Homeless (NCH)

<http://nch.ari.net>

National advocacy network of homeless persons, activists, service providers and others committed to ending homelessness. Web site features access to a searchable bibliographic database with references to research on homelessness, housing, and poverty, fact sheets on homelessness, legislative alerts and analyses, NCH project descriptions and

reports, calendar of events, catalog of publications, updated directories of state and national homeless/housing advocacy organizations and empowerment groups, and links to other useful Internet resources.

#### National Health Care for the Homeless Council

<http://www.nhchc.org>

Membership organization of health care providers working with homeless people across the U.S. Web site features reports, policy papers, clinical information, fact sheets on homelessness and health care, as well as access to online newsletters, links to related sites, and a forum for members.

#### National Law Center on Homelessness and Poverty

<http://www.nlchp.org>

Advocates to protect the rights of homeless people and to implement solutions to end homelessness in America through three main strategies: impact litigation, policy advocacy, and public education. Web site provides general information on homelessness, related legal issues and legislative developments, access to extensive links, and descriptions of current projects, publications, and activities.

#### National Resource Center on Homelessness and Mental Illness

<http://www.prainc.com/nrc/index.html>

Provides technical assistance, conducts research, and disseminates information about homelessness and mental illness. Web site features information about the center's technical assistance activities, workshops, and training opportunities, as well as access to its "National Organizations Concerned with Mental Health, Housing and Homelessness" referral list, annotated bibliographies, monographs, online bulletin, and information request form.

#### Housing and Community Development Center for Community Change (CCC)

<http://www.commchange.org/>

Nonprofit organization committed to

reducing poverty and rebuilding low-income communities through grassroots advocacy, policy work, coalition-building, training, and information-sharing, with a focus on affordable housing and jobs and economic development. Web site provides access to a variety of tools and resources, including weekly policy alerts and downloadable publications.

#### **Change Communications: Links Page**

<http://www.change.org/links.htm>

Links to a wide variety of web sites of interest to housing and community development organizations.

#### **Concrete Change**

<http://concretechange.home.mindspring.com>

Sponsored by the disabled community seeking universal access, this web site includes resources on basic construction guidelines, cost information, and suggestions on visibility.

#### **Corporation for Supportive Housing (CSH)**

<http://www.csh.org/>

National, nonprofit, intermediary organization whose mission is to expand the quantity and quality of service-supported permanent housing for individuals with special needs who are homeless or at risk of becoming homeless. Web site provides information about CSH programs and initiatives, publications, and network of local offices located across the country, which provide loans, grants, and technical assistance to nonprofit partners in their communities. Also features a good overview of the need for and cost benefits of supportive housing.

#### **Enterprise Foundation**

<http://www.enterprisefoundation.org>

National, nonprofit housing and community development organization, the Enterprise Foundation assists community-based organizations and local governments in improving poor neighborhoods by providing low-interest loans, grants, and equity to finance affordable housing, linking residents to human services, and training people to be

effective community leaders. Web site features extensive listing of publications on low-income housing and community services-related topics, Best Practices Database (see listing below), access to online publications (Network News, Costs Cuts, and Horizon magazine) and community development forum, links to other useful web sites, and a program staff contact list.

#### **Enterprise Foundation: Best Practices Database**

[http://www.enterprisefoundation.org/products/bpd/bpd\\_login.asp](http://www.enterprisefoundation.org/products/bpd/bpd_login.asp)

Login point for database, which contains and/or references critical information and creative strategies for low-income housing and community development. Enables queries on hundreds of model documents, model program descriptions, and recommended publications.

#### **Fannie Mae Foundation Housing Research Index**

<http://www.fanniemaefoundation.org/HousingResearch/index.html>

Features news and published research abstracts and text on housing policy, housing finance, and community development issues related to the Foundation's focus areas. Includes articles from Housing Policy Debate and Journal of Housing Research.

#### **Fannie Mae: Affordable Housing Products and Services**

[http://www.fanniemae.com/neighborhoods/products/housing/affordable\\_housing\\_products.html](http://www.fanniemae.com/neighborhoods/products/housing/affordable_housing_products.html)

Fannie Mae is the world's largest diversified financial company and the nation's largest source of home mortgage funds. This section of Fannie Mae's web site provides information on Fannie Mae's efforts to meet affordable and underserved housing needs throughout the country, including those of persons with disabilities. Features information on targeted lending products and complete directory of partnership offices.

**Housing California**

<http://www.cruzio.com/~chhc/index.html>

Statewide coalition of over 1,000 affordable housing and homeless organizations committed to advocacy for affordable housing, improved health care, education, civil rights, and community economic development.

Web site provides access to legislative issues and recommendations, links to related sites, and information about the annual Housing California conference.

**Housing Research Foundation (HRF)**

<http://www.housingresearch.org/>

Nonprofit organization dedicated to the improvement of public housing through research, education, and technical assistance. Web site provides information on HRF staff, board, and activities, which are currently focused on HUD's HOPE VI initiative.

**Human Resource Consortium (HRC)**

<http://www.hrconsortium.org>

HRC's mission is to advance the human and organizational capacities of nonprofit community-based development organizations. Member organizations include the Center for Community Change, Enterprise Foundation, and Housing Assistance Council. Web site provides information on education and training opportunities, personnel policies and issues, leadership development resources, links to housing and community development job listings and conferences, and access to related resources.

**National Association of Housing and Redevelopment Officials (NAHRO)**

<http://www.nahro.org>

National housing and community development advocate. Web site features legislative alerts and federal regulations postings, affordable housing resources, NAHRO publications catalog, membership information, and training and technical assistance services.

**National Congress for Community Economic Development (NCCED)**

<http://ncced.org>

National trade organization for more than

800 organizations representing community development corporations (CDCs), neighborhood housing agencies, community action agencies (CAAs), and other community-based nonprofit development organizations. Web site provides information on NCCED membership, current projects, the latest news on policy issues, funding opportunities, and award programs, a listing of state associations, and access to resources and publications.

**National Fair Housing Advocate**

<http://www.fairhousing.com>

Provides access to discussion forums, current issues in fair housing, searchable case databases, HUD information and notices, upcoming meetings and events, action alerts, articles, press releases, and newsletters of interest, and links to other related resources.

**National Housing and Rehabilitation Association (NH&RA)**

<http://housingonline.com>

National membership organization that promotes partnerships among sophisticated professionals in the affordable multifamily housing field. Web site features catalog of publications, key contacts directory, with direct links to HUD staff and field offices, state housing finance agencies, and other related web sites, and listing of conferences. Good source of information and resources on assisted housing and common federal subsidy programs, as well as low-income housing tax credits.

**National Housing Institute (NHI)**

<http://www.nhi.org>

NHI addresses the nation's low-income housing crisis and related community issues through information dissemination, research, program development, technical assistance, and coalition-building. Web site features access to housing publications catalog, policy debates, NHI's "Progressive Housing Program for America," highlights from Shelterforce Online, conference and training listings, job postings, and online bookstore link.



### **National Low Income Housing Coalition (NLIHC)**

<http://www.nlihc.org>

NLIHC provides research, education, and technical assistance to local, state, and national organizations trying to develop solutions to critical housing needs. NLIHC analyzes federal housing policy initiatives, budget proposals, and tax policies to determine their impact on low-income housing. Updated weekly, the web site includes background and updates on many areas of affordable housing by subject, listing of state coalitions, publications, related Internet links, and downloadable “Memo to Members,” as well as other feature articles and announcements.

### **NeighborWorks Network**

<http://www.nw.org>

Developed by the Neighborhood Reinvestment Corporation as a resource for members of the national NeighborWorks network, its partners, and those interested in community development and revitalization. Web site features “Flashpoints,” a biweekly alert service, resources for training and research, publications listing, glossary of community-based development terminology, and links to related resources and partner organizations, such as the Neighborhood Reinvestment Corporation and Rural NeighborWorks Alliance.

### **Washington State Affordable Housing Home Page**

<http://www.indra.com/wahousing/>

Developed primarily as a tool for affordable housing developers in Washington State — to foster greater networking, communication, and resources sharing — this web site also provides information and links related to general affordable housing issues.

## **Nonprofit Resources**

### **Alliance for Nonprofit Management**

<http://www.allianceonline.org>

Membership organization with the mission to challenge and strengthen those who deliver management and governance support

services to nonprofit organizations. Web site provides membership information and links, as well as access to a collection of “FAQs” on organizational development and governance issues and free online newsletter.

### **Community Career Center (CCC)**

<http://www.nonprofitjobs.org>

Online resource for searching and posting nonprofit job opportunities. Through the web site, users may search job listings for free. Member organizations and affiliates may post job opportunities for free, others are required to pay a fee. Member organizations include the Human Resource Consortium and Neighborhood Reinvestment Corporation.

### **GuideStar**

<http://www.guidestar.org>

Online information service targeted to nonprofit organizations, donors, and funders. Web site features articles on nonprofit issues, conference listings, and links to helpful web sites. Free registration to the GuideStar database offers nonprofits the opportunity to post organizational information, classified ads (for special events, in-kind requests, job openings, volunteer opportunities, etc), online newsletters, and press releases. Includes a “virtual volunteer” link to the Microsoft Site Builder Network to pair up web developer volunteers with nonprofit organizations in need.

### **idealist**

<http://www.idealists.org>

Global network of individuals and organizations sharing ideas, information, and resources. Provides a fully interactive system that enables any nonprofit or community organization to enter and update detailed information about its services, volunteer opportunities, job openings, upcoming events, and any material or publication it has produced. Includes access to a global directory of nonprofit web sites, an online library of resources for nonprofit managers, and links to related news sites.

**Internet Nonprofit Center**

<http://www.nonprofits.org>

Provides information for and about nonprofit organizations in the United States. Includes access to a “nonprofit locator” tool and Nonprofit FAQ (“Frequently Asked Questions”), which contains useful information and advice for nonprofit managers.

**National Center for Nonprofit Boards (NCNB)**

<http://www.ncnb.org>

Provides information on NCNB membership, services, and programs, and access to a comprehensive array of nonprofit governance/board development publications and online ordering system.

**Nonprofit Times**

<http://www.nptimes.com>

Monthly online newsletter that provides information on current events affecting American nonprofits. Provides access to both current and back issues, interactive news forum/bulletin board, and links to other online resources.

**Paradigms**

<http://www.libertynet.org/~rhd/Paradigms/Paradigms2>

Online forum to discuss and announce nonprofit projects, exchange innovative strategies and ideas, house a searchable directory of project models, and host discussions of other issues important to the nonprofit community.

**Support Center for Nonprofit Management/Nonprofit Development Center**

<http://www.compasspoint.org>

California-based consulting and training organization with a regional focus and a national reach. Web site features information about Support Center training opportunities and consulting services, access to online newsletters for nonprofits and board members, as well as a good collection of interviews, information on workshops, a searchable database for funders of Silicon Valley

nonprofits, book reviews, related links, and “frequently asked management questions” targeted to nonprofits.

**United Way of America**

<http://www.unitedway.org>

Gateway to information about United Way programs, initiatives, and services, as well as a directory of all United Ways and affiliates in the U.S. and on the Internet.

**Rural Housing and Development****Development Ideas That Work**

[http://www.rurdev.usda.gov/ideas/idea\\_menu.html](http://www.rurdev.usda.gov/ideas/idea_menu.html)

Database of rural development projects. Provides case studies of successful designs and management techniques that been successful in low-income, limited-resource communities.

**Housing Assistance Council (HAC)**

<http://www.ruralhome.org>

National nonprofit corporation promoting the development of affordable housing for rural, low-income people at the national, state, and local levels. Web site provides information on its loan funds, technical assistance services, research and demonstration projects, training activities, and an excellent, comprehensive listing of available publications and information sheets.

**National Association of Development Organizations (NADO)**

<http://www.nado.org>

NADO provides training, information, and representation for regional development organizations in small metropolitan and rural America. Web site provides information on NADO/NADO Research Foundation program activities, including meetings and trainings, legislative policy and advocacy, publications, as well as links to related resources and job postings.

**National Rural Development Partnership (NRDP)**

<http://www.rurdev.usda.gov/nrdp>

Brings together federal, state, local, and tribal governments, as well as the private for-



profit and nonprofit sectors, to work collaboratively for the improvement of rural America's communities. Web site provides access to state rural development councils (SRDCs), National Rural Development Council members, an electronic archive of NRDP successes, indexed by state and issue area, Rural Development Net, NRDP's nationwide bulletin board service, conference listings, and links to other online rural resources.

**Rural Information Center (RIC)**

*<http://www.nal.usda.gov/ric/ricpage.htm>*

Joint project of the USDA Cooperative State Research, Education and Extension Service and the National Agricultural Library (NAL), RIC provides information and referral services to individuals and groups working with and for rural communities. Web site features listing of available RIC publications, information on upcoming rural conferences, and links to model projects/best practices and other rural information resources. Also houses a rural health

information clearinghouse known as the Rural Information Center Health Service (RICHS).

**USDA Rural Development**

*<http://www.rurdev.usda.gov>*

Provides access to the informational resources of the rural development agencies of the U.S. Department of Agriculture. Features include a listing of rural development programs and assistance, rural development regulations, online discussion groups, legislative highlights, and links to agencies, state offices, and other related WWW, Gopher, and FTP sites.

**USDA Rural Housing Service**

*<http://www.rurdev.usda.gov/rhs/index.html>*

Provides information about Rural Housing Service programs of the U.S. Department of Agriculture, including community facilities, single family housing, and multifamily housing initiatives, as well as links to other rural development-related sites.

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## Speakers/Presenters at Regional Conferences

\*An asterisk by the name indicates that the person has also contributed to this report

### Atlanta Conference: February 16-17, 1999

Name	Organization	City, State	Workshop
Barham, Arthur	Veterans Operations Resource Center	Atlanta, GA	Speaking the Same Language
Brickhouse, Elizabeth*	F.O.R.Kids	Norfolk, VA	Sticking with the Deal
Castillo, Angelo	Broward County Human Services Department	Fort Lauderdale, FL	Siting Issues
Elliot, Michael*	Union Mission, Inc	Savannah, GA	Sticking with the Deal
Galbally, Mary	Housing Services, Inc.	New York, NY	<ul style="list-style-type: none"> <li>• Becoming More Efficient</li> <li>• Siting Issues</li> </ul>
Gordon, Marlene*	Housing Coalition of Louisville	Louisville, KY	Educating Potential Partners
Hunt, Chet	Technical Assistance Program	Morristown, TN	Tax Credits
Kreher, David	People's Self-Help Housing	Vanceburg, KY	<ul style="list-style-type: none"> <li>• Rural Housing for the Homeless</li> <li>• Connecting Development and Operations</li> </ul>
Lawrence, Rusty*	Urban Housing Solution	Nashville, TN	Dealmaking Basics
Mills, Lori*	Progressive Redevelopment, Inc	Atlanta, GA	Dealmaking Basics
Moeser, Martin	The ROCK	Atlanta, GA	Day-to-Day and Crisis Management
Palen, Elizabeth*	Henrico Community Housing Corporation	Richmond, VA	Educating Potential Partners
Pellegrin, Maria	Carrfour Corporation	Miami, FL	Tax Credits
Rogers, Gene	Savannah Authority for the Homeless	Savannah, GA	Educating Potential Partners
Roman, Nan	National Alliance to End Homelessness	Washington, DC	Plenary Session
Wise, Lisa	Initiative for Affordable Housing	Dekalb, GA	Becoming More Efficient
Wolfe, Tom	Kentucky Housing Corporation	Frankfort, KY	Tax Credits

### Dallas Conference: February 29 – March 1, 2000

Name	Organization	City, State	Workshop
Boland, Ray	Secretary of Veterans Affairs, State of Wisconsin	Culver City, CA Veterans	Housing for Homeless
Chamberlain, Donald*	AIDS Housing of Washington	Seattle, WA	Siting Issues
Denton, Ann	The Enterprise Foundation	Austin, TX	Becoming More Efficient
Flink, Paige*	The Family Place	Dallas, TX	Educating Potential Partners
Harlan, Keith	Volunteers of America	Arlington, TX	Siting Issues
Jolanick, Mary	Dallas Foundation	Dallas, TX	Foundations and Housing for Homeless Persons
Jones-Dodd, Erma	Maple Ave. Economic Dev. Corporation	Dallas, TX	Rural Housing for the Homeless
Kessler, Sandy	SEARCH	Houston, TX	Foundations and Housing for Homeless Persons
Krauskopf, James	Corporation for Supportive Housing	New York, NY	Plenary Session
O'Connell, Tim	Century Housing Corporation	Culver City, CA	Housing for Homeless Veterans
Ray, Ernie	U.S. Homes	Dallas, TX	Speaking the Same Language
Redmond, Chris	Chase Bank of Texas	Dallas, TX	Becoming More Efficient
Reid, Kathy	Texas Homeless Network	Austin, TX	Day-to-Day and Crisis Management
Roberts, Sherman	ORCDC	Dallas, TX	Becoming More Efficient
Shehadi, Al	National Equity Fund, Inc.	New York, NY	Tax Credits
Sheppard, Donald	Houston Endowment, Inc.	Houston, TX	Educating Potential Partners
Siddons, Bonnie	Mental Health Housing Development Corporation	Fort Worth, TX	Tax Credits

Trevino, Rosalinda	Enterprise Foundation	Dallas, TX	Dealmaking Basics
Wilson, Sandra	Arkansas Supportive Housing Network	Little Rock, AR	Day-to-Day and Crisis Management
Young, Karen	Southfair Community Development Corporation	Dallas, TX	Connecting Development and Operations
Young, Lily	Texas Capital Bank	Dallas, TX	Educating Potential Partners

### San Francisco: March 6-7, 2000

Name	Organization	City, State	Workshop
Agnos, Art	U.S. Department of Housing and Urban Development	San Francisco, CA	Plenary Session
Ansolabehere, Ramona*	Mendocino City Department of Social Services	Ukiah, CA	Rural Housing for the Homeless
Collier, Dee	East Bay Community Recovery Project	Berkeley, CA	Day-to-Day and Crisis Management
Curtis, Melanie	Idaho Housing and Finance Association	Boise, ID	Educating Potential Partners
Dees, Harold	Eden Housing Management	Hayward, CA	Day-to-Day and Crisis Management
Dilts, Martha	U.S. Department of Housing and Urban Development	Seattle, WA	Foundations and Housing for Homeless Persons
Gardner, Linda	Alameda County Housing and Community Development Dept.	Hayward, CA	Speaking the Same Language
Gee, Vicky	The Salvation Army	Centralia, WA	<ul style="list-style-type: none"> <li>• Rural Housing for the Homeless</li> <li>• Action Planning Session</li> <li>• Foundations and Housing for Homeless Persons</li> <li>• Plenary Session</li> <li>• Becoming More Efficient and Operations</li> </ul>
Hamley, Cristy	Emergency Housing Consortium	San Jose, CA	
Harris, Richard*	Central City Concern	Portland, OR	
Hilfiker, Laura	East Bay Community Recovery Project	Berkeley, CA	Day-to-Day and Crisis Management
Iglesias, Tim*	Non-Profit Housing Association of Northern California	San Francisco, CA	Siting Issues
Knudtson, Kevin	Community Economics	Oakland, CA	Tax Credits
Lee, Olson	San Francisco Redevelopment Agency	San Francisco, CA	Dealmaking Basics
Mandel, Richard	California Housing Partnership	San Francisco, CA	Tax Credits
Motta, Frank	Supportive Housing Corporation	Oakland, CA	Sticking with the Deal
Munoz, Gloria	Arizona Behavioral Health Corporation	Phoenix, AZ	Speaking the Same Language
O'Connell, Tim	Century Housing Corporation	Culver City, CA	Housing for Homeless Veterans
Poe, Irma*	Resources for Community Development	Berkeley, CA	Day-to-Day and Crisis Management
Pyatok, Michael	Pyatok Associates	Oakland, CA	Siting Issues
Ramos, Noni	Low Income Housing Fund	Oakland, CA	Becoming More Efficient
Rohloff, Mark*	Ford Street Project	Ukiah, CA	Rural Housing for the Homeless
Roman, Nan	National Alliance to End Homelessness	Washington, DC	Plenary Session
Rubenzahl, Joel	Community Economics	Oakland, CA	Dealmaking Basics
Rumpf, Bill*	City of Seattle, Office of Housing	Seattle, WA	<ul style="list-style-type: none"> <li>• Sticking with the Deal</li> <li>• Plenary Session</li> </ul>
Sawislak, Dan	Resources for Community Development	Berkeley, CA	Educating Potential Partners
Sorlie, Michelle	Human Response Network	Chahal, WA	Rural Housing for the Homeless
Tovar, Ray	Emergency Housing Consortium	San Jose, CA	Connecting Development and Operations
Travenick, Kim	Low Income Housing Institute	Seattle, WA	Connecting Development and Operations
Tull, Tanya	Beyond Shelter	Los Angeles, CA	Plenary Session
Wilkins, Carol*	Corporation for Supportive Housing	Oakland, CA	Plenary Session
Williams, Kerry	Resources for Community Development	Berkeley, CA	Sticking with the Deal

## Philadelphia: March 27-28, 2000

Name	Organization	City, State	Workshop
Boyle, Kathi	Sister's Place, Inc.	Clairton, PA	Day-to-Day and Crisis Management
Cooper, Ralph*	Veterans Benefit Clearinghouse	Roxbury, MA	Sticking with the Deal
Dawson-McConnon, Joan	Project HOME	Philadelphia, PA	Connecting Development and Operations
Diaz-White, Anna	Women's Center for Monmouth County	Hazlet, NJ	Day-to-Day and Crisis Management
Elliott, Janice	Corporation for Supportive Housing	New Haven, CT	Educating Potential Partners
Forsberg, James	Processes, Inc.	Arlington, VA	Housing for Homeless Veterans
Gaut, Irmi*	City Missions-Living Stones, Inc.	Uniontown, PA	Dealmaking Basics
Greenawalt, Jackie*	City Missions-Living Stones, Inc.	Uniontown, PA	Rural Housing for the Homeless
Griffin, Jan	Paul Sullivan Housing, Pine Street Inn	Jamaica Plain, MA	Siting Issues
Guard, Gloria	People's Emergency Center, Inc.	Philadelphia, PA	Plenary Session
Herzog, Mary Ellen*	Drueding Center/Project Rainbow	Huntington Valley, PA	Foundation and Housing for Homeless Persons
Hughes, Ralph	Paul Sullivan Housing	Jamaica Plain, MA	Day-to-Day and Crisis Management
Ignall-McGraw, Nancy	Corporation for Supportive Housing	Trenton, NJ	Dealmaking Basics
Kamis-Gould, Edna	University of Pennsylvania, Section on Public Psychiatry and Mental Health Services Research, Department of Psychiatry	Upper Darby, PA	Educating Potential Partners
Lenz, Susan	Lenz Enterprises, Ltd.	Chatham, NJ	Tax Credits
Liversidge, Rich	Enterprise Social Investment Corporation	Columbia, MD	Tax Credits
Mann-Averyt, June	University of Pennsylvania Health System—Center for Mental Health Policy and Services	Upper Darby, PA	Educating Potential Partners
McFall, Trudy	Homes of America	Annapolis, MD	Sticking with the Deal
Moyer-Walkey, Cheryl	Community Action Council, Inc.	Hagerstown, MD	Rural Housing for the Homeless
Murray, John	Volunteers of America—Delaware Valley	Collingswood, NJ	Becoming More Efficient
Nolan, Liza	Corporation for Supportive Housing	Trenton, NJ	Plenary Session
O'Connell, Tim	Century Housing Corporation	Culver City, CA	Housing for Homeless Veterans
Richman, Estelle	City of Philadelphia	Philadelphia, PA	Plenary Session
Rosenblatt, Muzzy	Common Ground Community	New York, NY	Plenary Session
Simmons, Lance	The Reinvestment Fund	Philadelphia, PA	Speaking the Same Language
Starr-Thomas, Elizabeth	Community Housing Innovations	White Plains, NY	• Becoming More Efficient • Sticking with the Deal
Stuart, Cynthia	Corporation for Supportive Housing	New York, NY	Siting Issues
Wagner, Suzanne*	Employment Program Center for Urban Community Services	New York, NY	Connecting Development and Operations

## Chicago: April 11-12, 2000

Name	Organization	City, State	Workshop
Baughn, Bambi	Community Action Commission	Washington Court House, OH	Sticking with the Deal
Byington, Dorothy*	Michigan State Housing Development Authority	Lansing, MI	Educating Potential Partners
Chapman, Lisa*	Corporation for Supportive Housing	Brighton, MI	Educating Potential Partners
Cole, Kitty	Lakefront SRO Corporation	Chicago, IL	Connecting Development and Operations
Colvin, Julie	Enterprise Social Investment Corporation	Columbia, MD	Tax Credits
Corbi, Anne	Project NOW, Inc.	Rock Island, IL	<ul style="list-style-type: none"> <li>• Becoming More Efficient</li> <li>• Connecting Development and Operations</li> </ul>
Crowley, Patricia	Deborah's Place	Chicago, IL	Foundations and Housing for Homeless People
Crowley, Sheila	National Low Income Housing Coalition	Washington, DC	Plenary Session
Davis, Kent	Century Housing Corporation	Culver City, CA	Housing for Homeless Veterans
Forsberg, James	Processes, Inc.	Arlington, VA	Housing for Homeless Veterans
Foster, Lyle*	Community and Economic Development Association, Northwest	Mt. Prospect, IL	Siting Issues
Geer, Andrew	Century Place Development Corporation	Chicago, IL	Siting Issues
Hagaman, Frank	Partners in Housing Development	Indianapolis, IN	Speaking the Same Language
Harmon, Virginia*	Michigan Department of Community Health	Lansing, MI	Educating Potential Partners
Harris, Ona	Simon House	Detroit, MI	Day-to-Day and Crisis Management
Helmke, Ann*	Vincent House, Inc.	Fort Wayne, IN	<ul style="list-style-type: none"> <li>• Educating Potential Partners</li> <li>• Day-to-Day and Crisis Management</li> </ul>
Hunter, Beth	Michigan State Housing Development Authority	Lansing, MI	Tax Credits
Hustad, Kim*	Arrowhead Economic Opportunity Agency	Virginia, MN	Rural Housing for the Homeless
Kemp, Susie*	Lafayette Transitional Housing	Lafayette, IN	<ul style="list-style-type: none"> <li>• Day-to-Day and Crisis Management</li> <li>• Rural Housing for the Homeless</li> </ul>
Kincade, Rachel	LIFE HOUSE, Inc.	Duluth, MN	<ul style="list-style-type: none"> <li>• Siting Issues</li> <li>• Plenary Session</li> </ul>
Lowenstein, Roy	Ohio Capital Corporation for Housing	Columbus, OH	Tax Credits
McKee, Mary	Health Net Community Health Center	Indianapolis, IN	Speaking the Same Language
Pennings, Rick	Michigan State Housing Development Authority	Lansing, MI	Plenary Session
Peterson, Paul	LaSalle Bank, N.A.	Chicago, IL	Speaking the Same Language
Seeley-Smith, Jeannie	Perspectives, Inc.	St. Louis Park, MN	<ul style="list-style-type: none"> <li>• Becoming More Efficient</li> <li>• Dealmaking Basics</li> </ul>
Ulland Evans, Mary*	Three Rivers Community Action, Inc.	Zumbrota, MN	<ul style="list-style-type: none"> <li>• Dealmaking Basics</li> <li>• Rural Housing for the Homeless</li> </ul>
Weidelman, Mark	St. James Capitol, LLC	Bloomfield Hills, MI	<ul style="list-style-type: none"> <li>• Sticking with the Deal</li> <li>• Plenary Session</li> </ul>



### Presenters attending more than one conference

Name	Organization	City, State	Workshop
Bentley, Denise	Metropolitan Nashville Public School	Nashville, TN	Action Planning (All)
Braverman, Elaine	U.S. Department of Housing and Urban Development	Washington, DC	All
Brickhouse, Elizabeth*	F.O.R.Kids	Norfolk, VA	Sticking with the Deal (Atlanta, Dallas)
Cohen, Marcie*	AFL-CIO Trust	Washington, DC	<ul style="list-style-type: none"> <li>• Plenary (All)</li> <li>• Educating Potential Partners</li> </ul>
Criswell, Joan*	McCormick Tribune Foundation	Chicago, IL	Foundations and Housing for Homeless Persons (Philadelphia, Chicago)
Dalia, Tom	Smith Dalia Architects	Atlanta, GA	Connecting Development and Operations (Atlanta, Dallas)
Forsberg, James	Processes, Inc.	Arlington, VA	Housing for Homeless Veterans (San Francisco, Philadelphia, Chicago)
Gleason, Mary Ann	National Coalition for the Homeless	Washington, DC	Plenary (Dallas, Philadelphia)
Horack-Brown, Joy*	New Hope Housing, Inc	Houston, TX	Foundations and Housing for Homeless People (Atlanta, Dallas)
Karnas, Fred*	U.S. Department of Housing and Urban Development	Washington, DC	Plenary (Dallas, Chicago)
Morgan, Pat*	Partners for the Homeless	Memphis, TN	<ul style="list-style-type: none"> <li>• Speaking the Same Language</li> <li>• Plenary (All)</li> </ul>
Roman, Nan	National Alliance to End Homelessness	Washington, DC	Plenary (Atlanta, San Francisco)
Scullion, Mary*	Project HOME	Philadelphia, PA	Plenary (All)
Slaughter, Ann*	City of Atlanta	Atlanta, GA	Foundations and Housing for Homeless People (Atlanta, Dallas)
Whaley, Jean	U.S. Department of Housing and Urban Development	Washington, DC	Plenary (All)
Xanthopoulos, Steve	West Tennessee Legal Services	Jackson, TN	<ul style="list-style-type: none"> <li>• Day-to-Day and Crisis Management</li> <li>• Rural Housing for the Homeless (Atlanta, Dallas)</li> </ul>